



**17th Annual NDIA
SO/LIC Symposium**

Arlington, VA

13-15 March 2006

Agenda

Monday, 13 March 2006

Interagency Presentations: ***"US Policy and Objectives in Combating Terrorism"***

Ms. Marcia Wong, State Coordinator for Reconstruction and Stabilization (Acting)

ASD(SO/LIC) Presentations: ***"Defense Perspectives of the War on Terrorism"***

Honorable Thomas W. O'Connell, Assistant Secretary of Defense for Special Operations and Low Intensity Conflict

Joint Staff Presentation: ***"National Military Strategy for Combating Terrorism"***

Lieutenant General Victor E. Renuart, Jr., USAF, Director, J-5, The Joint Staff

Coalition Partners Presentation: ***"Impact of Global War On Terrorism on Partner Nations' Interagency Operations"***

- ***"Perspective on French Interagency Operations"***
Major General Benoit Puga, Commander Special Operations Command
- ***"Perspective on Australian Interagency Operations"***
Colonel Mal Rerden, Acting Deputy Special Operations Commander, Australia
- ***"Perspective on Polish Interagency Operations"***
Colonel Marek Olbrycht, Deputy Assistant Chief of Staff, Special Operations Forces

Tuesday, 14 March 2006

Opening Remarks:

- ***"Project on Special Operations and Special Operations Forces (POSOF)"***
Clark Murdock, Senior Adviser, Co-Director, POSOF
- ***"Special Operations Memorial Foundation"***
MGen Jim McCombs, USAF (Ret) & Mr. Mike Dickerson, SOF Memorial Foundation

Theater Special Operations Command Presentations: ***"Role and Impact of the Interagency on Theater Special Operations"***

- Major General Thomas Csrnko, USA, Commander, Special Operations Command Europe
- Brigadier General Charles T. Cleveland, USA, Commander, Special Operations Command South

Industry Presentations: ***"Contractors on the Battlefield"***

- Lieutenant General Joseph M. Cosumano, Jr., USA (Ret), Vice President, Contingency and Homeland Operations, Halliburton
- Mr. Chris Taylor, Vice President Strategic Initiatives, Blackwater USA
- Mr. Ignacio Balderas, Former CEO, Triple Canopy

"Intelligence Community in the War on Terrorism"

Lieutenant General William G. "Jerry" Boykin, USA, Deputy Undersecretary of Defense for Intelligence and Warfighting Support

"Advanced Systems and Concepts for the Global War on Terrorism"

Ms. Sue Payton, Deputy Under Secretary of Defense, Advanced Systems & Concepts
·AT4CS House Goes Up (*Video*)
Industry Presentations: ***"Large Industry Requirements from Small Business Contractors for Combating Terrorism"***

- Mr. Joseph Russek, Program Manager, Network Centric Soldier Tracking System -- Integrated Battlespace Combat Situational Awareness Systems, The Boeing Company
- Mr. John J. Freeh, President, Lockheed Martin Systems Management
- Mr. Tofie Owen, Senior Vice President, Science Applications International Corporation

Tuesday, 15 March 2006

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National Counterterrorism Center Presentation: ***"Role of the National Counterterrorism Center in the Global War on Terrorism"***

Mr. Kevin Brock, Principal Deputy Director, National Counterterrorism Center

NDIA SO/LIC DIVISION



17th Annual SO/LIC Symposium

13-15 March 2006



17th Annual NDIA SO/LIC Symposium 13 March 2006

9:00 AM - Welcome & Opening Remarks

- NDIA Welcome: Lieutenant General Lawrence P. Farrell, Jr., USAF (Ret), President & CEO, NDIA
- Opening Remarks: Colonel Thomas E. “Tim” Davidson, USAF (Ret); Chairman, SO/LIC Division and Chairman, 17th Annual SO/LIC Symposium
- Symposium Program Introduction: Major General Kenneth R. Bowra, USA (Ret), Vice Chairman, 17th Annual SO/LIC Symposium
- Administrative Announcements: Colonel Glenn Harned, USA (Ret), Vice Chairman, 17th Annual SO/LIC Symposium



17th Annual NDIA SO/LIC Symposium 13 March 2006

9:15 AM - Keynote Address:

***“US Policy and Challenges in the Global War on
Terrorism”***

- Lieutenant General Patrick M. Hughes, USA (Ret), Vice President, Homeland Security, L-3 Communications and Former Director, Defense Intelligence Agency and Assistant Homeland Security Secretary for Information Analysis

10:00 AM - Break



17th Annual NDIA SO/LIC Symposium 13 March 2006

10:15 AM – Interagency Presentations

- Moderator: Colonel Thomas E. “Tim” Davidson, USAF (Ret), President, Davidson Consulting Services & Chairman, 17th NDIA SO/LIC Symposium

“US Policy and Objectives in Combating Terrorism”

- Mr. Frank Urbancic, Principal Deputy Assistant State Coordinator for Combating Terrorism

“US Policy and Objectives for Reconstruction and Stabilization”

- Ms. Marcia Wong, State Coordinator for Reconstruction and Stabilization (Acting)

“US Policy and Objectives for Diplomatic Security”

- Mr. Joe D. Morton, Principal Deputy Assistant Secretary for Diplomatic Security and Director, Diplomatic Security Service



17th Annual NDIA SO/LIC Symposium 13 March 2006

11:30 AM – Lunch, Buffet Style in Exhibit Hall

1:30 PM – ASD(SO/LIC) Presentations

“Defense Perspectives of the War on Terrorism”

- Honorable Thomas W. O’Connell, Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
- Mr. Robert Andrews, Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict



17th Annual NDIA SO/LIC Symposium 13 March 2006

2:15 PM – Joint Staff Presentation

“National Military Strategy for Combating Terrorism”

- Lieutenant General Victor E. Renuart, Jr., USAF, Director, J-5, The Joint Staff

3:00 PM – Break

3:30 PM – Coalition Partners Presentation

***“Impact of Global War on Terrorism on Coalition Partner Nations’
Special Operations”***

Moderators: Major General Kenneth R. Bowra, USA (Ret), Vice Chairman, 17th NDIA SO/LIC Symposium, and Major General Jonathan B.A. Bailey, CB MBE PhD (Ret)



17th Annual NDIA SO/LIC Symposium 13 March 2006

“Perspective on British Special Operations”

- Colonel Nick R. Davies MBE MC, Deputy Commander, Headquarters United Kingdom Special Forces

“Perspective on French Special Operations”

- Major General Benoît Puga, Commander, French Special Operations Forces

“Perspective on Dutch Special Operations”

- Major General Jouke Eikelboom, Director of Operations, Ministry of Defense

“Perspective on Australian Special Operations”

- Colonel Mal Rerden, Deputy Special Operations Commander (Acting)

“Perspective on Polish Special Operations”

- Colonel Marek Olbrycht, Deputy Assistant Chief of Staff, Special Operations Forces

5:30 PM – Reception in Exhibit Hall



17th Annual NDIA SO/LIC Symposium 13 March 2006

Administrative Announcements for 13 March

- Phone Number for Messages: 703-413-6811
- Messages Kept at NDIA Registration Desk
- Ready Room for Speakers: Potomac 6
- Lunch in Exhibit Area 11:30 AM – 1:30 PM
- Reception in Exhibit Hall 5:30 PM – 7:00 PM
- Cell phones turned off or set on silent alert/vibrate mode
- Please get back from breaks in time for next presentation
- Use microphones for Q&A
 - Given program time constraints, please ask your question without extended preamble
- Feedback on Symposium to Colonel Gene Russell, USA (Ret), Vice Chairman, NDIA SO/LIC Division



17th Annual NDIA SO/LIC Symposium 14 March 2006

7:45 AM – Opening Remarks and Announcements

- Opening Remarks: Colonel Thomas E. “Tim” Davidson, USAF (Ret); Chairman, SO/LIC Division and Chairman, 17th Annual SO/LIC Symposium
- Dr. Clark Murdock – CSIS Initiative
- MGen Jim McCombs, USAF (Ret)/ Mr. Mike Dickerson – SOF Memorial Foundation



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Administrative Announcements for 14 March

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- Messages Kept at NDIA Registration Desk
- Ready Room for Speakers: Potomac 6
- Lunch in Exhibit Area 12:00 PM – 1:30 PM
- Reception in Exhibit Hall 5:50 PM – 7:00 PM
- Banquet Attire: Military: Class A Service Dress/Civilian: Business Suit or Dress
- Cell phones turned off or set on silent alert/vibrate mode
- Please get back from breaks in time for next presentation
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17th Annual NDIA SO/LIC Symposium 14 March 2006

8:00 AM – USSOCOM Commander Presentation

*“Special Operations Forces in the War on
Terrorism”*

- General Bryan D. “Doug” Brown, USA,
Commander, US Special Operations Command



17th Annual NDIA SO/LIC Symposium 14 March 2006

8:45 AM – Theater Special Operations Command Presentations

Moderator: Brigadier General Otis G. Mannon, USAF, Deputy Director, Special Operations, J-3, The Joint Staff

“Role and Impact of the Global War on Terrorism on the Theater Special Operations Commands”

- Brigadier General Francis H. Kearney, III, USA, Commander, Special Operations Command Central
- Major General Thomas Csrnko, USA, Commander, Special Operations Command Europe
- Brigadier General Charles T. Cleveland, USA, Commander, Special Operations Command South
- Brigadier General Richard W. Mills, USA, Commander, Special Operations Command Korea

10:00 AM - Break



17th Annual NDIA SO/LIC Symposium 14 March 2006

10:30 AM - USSOCOM Component Command Presentations

“Capabilities, Challenges, and Technology Needs for the Global War on Terrorism”

Moderator: Colonel Glenn Harned, USA (Ret), Booz Allen & Hamilton & Vice Chairman, 17th NDIA SO/LIC Symposium

- Lieutenant General Robert W. Wagner, USA, Commander, Army Special Operations Command
- Lieutenant General Michael W. Wooley, USAF, Commander, Air Force Special Operations Command
- Rear Admiral Joseph Maguire, USN, Commander, Naval Special Warfare Command
- Brigadier General Dennis J. Hejlik, USMC, Commander, Marine Special Operations Command
- Brigadier General Steven J. Hashem, USA (Reserve), President, Joint Special Operations University



17th Annual NDIA SO/LIC Symposium 14 March 2006

12:00PM - Lunch, Buffet style, in Exhibit Hall

1:30 PM – Industry Presentations

“Contractors on the Battlefield”

- Moderator and Panel Member: Dr. Jeffrey F. Addicott, Associate Professor of Law and Director, Center for Terrorism Law, St. Mary's University School of Law
- Lieutenant General Joseph M. Cosumano, Jr., USA (Ret), Vice President, Contingency and Homeland Operations, Halliburton
- Mr. Chris Taylor, Vice President, Strategic Initiatives, Blackwater, USA
- Mr. Ignatio Balderas, Former CEO, Triple Canopy



17th Annual NDIA SO/LIC Symposium 14 March 2006

2:30 PM – “*Intelligence Community in the War on Terrorism*”

- Lieutenant General William G. “Jerry” Boykin, USA, Deputy Under Secretary of Defense for Intelligence and Warfighting Support

3:15 PM – Break

3:45 PM – “*Advanced Systems and Concepts for the Global War on Terrorism*”

- Ms. Sue Payton, Deputy Under Secretary of Defense for Advanced Systems and Concepts



17th Annual NDIA SO/LIC Symposium 14 March 2006

4:30 PM – Industry Presentations

Moderator: Major General John E. Longhouser, USA (Ret), President, MTC Technologies

“Large Industry Requirements from Small Business Contractors for Combating Terrorism”

- Mr. Joseph Russek, Program Manager, Network Centric Soldier Tracking System—Integrated Battlespace Combat Situational Awareness Systems, The Boeing Company
- Mr. John J. Freeh, President, Lockheed Martin Systems Management
- Mr. Tofie Owen, Senior Vice President, Science Applications International Corporation
- Mr. James R. Woolsey, Vice President, Booz Allen Hamilton and Former Director, Central Intelligence Agency



**17th Annual NDIA
SO/LIC Symposium
14 March 2006**

5:50 PM – Reception in Exhibit Hall

**7:00 PM – Awards Banquet in Regency Ball
Room**



17th Annual NDIA SO/LIC Symposium 15 March 2006

7:45 AM – Opening Remarks and Announcements

- Opening Remarks: Colonel Thomas E. “Tim” Davidson, USAF (Ret); Chairman, SO/LIC Division and Chairman, 17th Annual SO/LIC Symposium



17th Annual NDIA SO/LIC Symposium 15 March 2006

Administrative Announcements for 15 March

- Phone Number for Messages: 703-413-6811
- Messages Kept at NDIA Registration Desk
- Ready Room for Speakers: Potomac 6
- Lunch in Regency Ball Room 11:30 AM – 1:30 PM
- Exhibits close at 12:00 PM
- Cell phones turned off or set on silent alert/vibrate mode
- Please get back from breaks in time for next presentation
- Use microphones for Q&A
 - Given program time constraints, please ask your questions without extended preamble
- Feedback on Symposium to Colonel Gene Russell, USA (Ret), Vice Chairman, NDIA SO/LIC Division



**17th Annual NDIA
SO/LIC Symposium
15 March 2006**

**8:00 AM – “*Report on the Quadrennial
Defense Review*”**

- Honorable C. Ryan Henry, Principal Deputy
Under Secretary of Defense for Policy



17th Annual NDIA SO/LIC Symposium 15 March 2006

8:45 AM – Services Presentations

Moderator: Major General Kenneth R. Bowra, USA (Ret), Vice Chairman, 17th NDIA SO/LIC Symposium

“Impact of the War on Terrorism on the Services”

- Major General Robert Wilson, USA, Assistant Deputy Chief of Staff, G-3/5/7, Headquarters, Department of the Army
- Rear Admiral John “Jay” H. Bowling, USN, Deputy Director, Expeditionary Warfare Division (N75B)
- Lieutenant General Jan C. Huly, USMC, Deputy Commandant, Plans, Policies, and Operations, US Marine Corps
- Brigadier General William L. Holland, USAF, Director of Operations and Training, Deputy Chief of Staff, Air and Space Operations, US Air Force
- Rear Admiral Wayne Justice, USCG, Director of Enforcement and Incident Management, US Coast Guard



17th Annual NDIA SO/LIC Symposium 15 March 2006

10:30 AM – Break and Last Opportunity to Visit Exhibits

11:30 AM – Lunch in Regency Ball Room

12:45 PM – National Counterterrorism Center Presentation

“Role of the National Counterterrorism Center in the Global War on Terrorism”

- Mr. Kevin Brock, Principal Deputy Director, National Counterterrorism Center

1:30 PM – Closing Remarks

Colonel Thomas E. “Tim” Davidson, USAF (Ret), Chairman, NDIA SO/LIC
Division and 17th NDIA SO/LIC Symposium

Feedback on Symposium to Colonel Gene Russell, Vice
Chairman, NDIA SO/LIC Division

Triple Canopy Inc.

Ignacio “Iggy” Balderas
Former CEO
Current BOD member

NDIA Discussion
14 March, 2006



Assess, Avert, Achieve.

Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- Provide Security World Wide
 - **Government Agencies**
 - **Corporate Clients**
- Training
 - Foreign
 - Domestic (Law Enforcement)
- International/ Domestic Assessments
 - Corporate
 - Government Agencies
- Government Contracts are Competitive,
No Sole Source or Cost Plus Contracts



Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- Private Security Companies
 - End to an end to start up companies
 - Consolidation in the Industry
- Sustainment/Growth
 - Diversification in the Business Base
 - Merger/Acquisition Opportunities
- Future
 - Strong based on existing and future government budget constraints
 - Provide Cost Effective Solution and Scalable Contractor Support



Assess, Avert, Achieve.

Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- Future Growth Potential
- Government Agencies have Issues
 - Finite Budgets
 - Human Capital Costs
 - Recruiting a Workforce
 - Sustaining the Workforce
 - Increasing Workforce Costs
 - Health Care Costs
 - Retirement Programs
- **Contractors are cost Effective**



Assess, Avert, Achieve.

Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- Entered Iraq end of 2003 by qualifying for a BPA (Blanket Purchase Agreement)
- Contract was for the protection of CPA officials and country wide sites
- Contract Qualifications
 - Experienced Resumes
 - Training Background
 - **Financial Resources**



Assess, Avert, Achieve.

Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- “Accountability on the Battlefield”
- Historical Perspective
 - CPA Memo 17
 - Contractor Immunity
 - Uncertain Judicial System
 - Financial Factors affecting Contracts
- Prevent Local Militias
 - Registration
 - Monetary Bond



Assess, Avert, Achieve.

Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- “Accountability on the Battlefield”
- Self Regulation
- Government Oversight
 - UCMJ added to contracts
 - (MEJA) Military Extraterritorial Jurisdiction Act
- Non DOD Contracts
- Foreign Workers



Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- “Accountability on the Battlefield”
 - Government Agencies
 - Interagency Study Groups
 - Congressional Committees
 - Private Groups
- Affect all Defense Contractors



Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- “Accountability on the Battlefield”
- Industry must have input to the process from the business perspective
- Business issues
 - Labor issues
 - Commander versus Contracting Officer control
 - RICO Act
 - UCMJ compliance
 - International Issues with Foreign Workers



Triple Canopy Inc. (US Security Company)

Member of NDIA and ISMA

- **“Contractors on the Battlefield”
is not only a Security Company
Issue**
- **Future Regulation and Oversight will
Affect all US companies conducting
International Business**



Assess, Avert, Achieve.

Questions



TRIPLE CANOPY
Secure Success.

Assess, Avert, Achieve.

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**Deputy
Undersecretary of Defense for
Intelligence & Warfighting Support**

*“Intelligence Community in the
War on Terrorism”*

14 March 2006

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National Security Act 1947

Key West Conference

- National Security Act / Title 50
- Created:
 - United States Air Force
 - Central Intelligence Agency -and-
 - Director of Central Intelligence (*also Director of CIA)
- Driven by failure at Pearl Harbor
- Cold War structure

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Driving Forces Behind Change

- Change in Threat – (Conventional vs Asymmetric)
- Change in the Political / Military Situation
- War Driven Requirements
- SecDef/USDI Direction
 - Taking Stock of Defense Intelligence
 - Defense HUMINT Reform
- Perception of Failure
 - 9/11 Commission
 - WMD Commission

} Remodeling
Defense
Intelligence

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Intelligence Reform and Terrorism Prevention Act of 2004

- Director National Intelligence
- National Counterterrorism Center
- National Counter Proliferation Center
- Joint Intelligence Community Council
- Improvement of Education for the Intelligence Community

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What DoD is Focused on Today

- Implementing Intelligence Campaign Planning (ICP) process to better anticipate threats and plan for intelligence operations
- Creating Joint Intelligence Operations Centers (JIOCs) to enable more agile operations and strengthen Combatant Commander, and DNI support
- Strengthening Intelligence Disciplines (starting with Defense HUMINT) to improve capacity

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Intelligence Campaign Planning (ICP)

- Supports Command's ability to plan, synchronize, manage & execute intelligence
- Defines detailed collection/production requirements for deliberate allocation between theater and national assets
- Improves OPS/INTEL integration for planning, crisis, war and post-conflict
- Used for presenting COCOM and DoD intelligence needs to the DNI/IC
- ICPs ongoing at Combatant Commands

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JIOC Concept



Underlying Principles

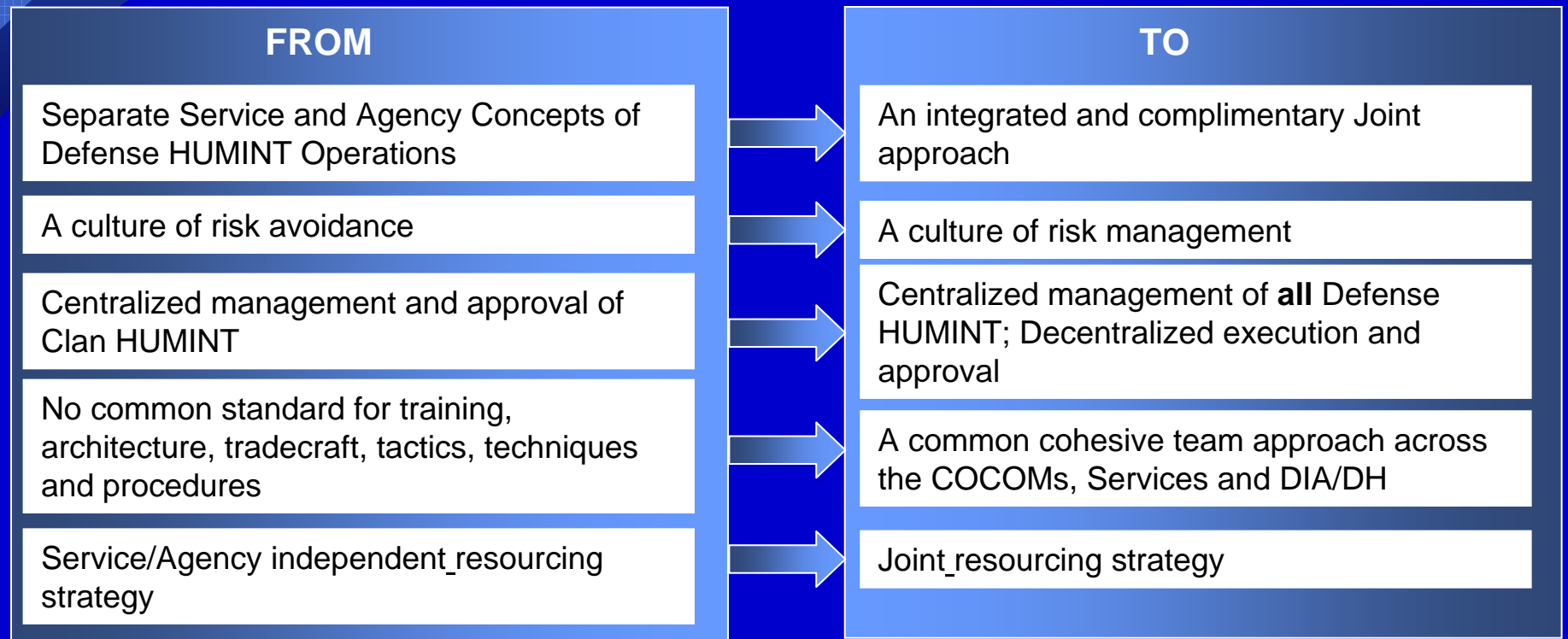
- We are operationalizing intelligence right now in our fight for knowledge in Iraq and Afghanistan
- JIOCs at various levels
 - **DoD JIOC at DIA**
 - **COCOM JIOCs**
 - **Tactical/Operational levels (e.g. JIOC-I)**
- Better integrates Analysts and Collectors
- JIOCs are tied together through Horizontal Integration ... but are more than information technology systems

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A DoD-Wide HUMINT Enterprise

A significantly strengthened Defense Wide HUMINT Enterprise capable of meeting the needs of the COCOMs, Department, and the rest of the National Intelligence Community



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Human Intelligence Reform

- Published new policy that applies to all Combatant Commands (to include USSOCOM), Services, and DIA
- Decentralized approval authorities
- Created Military Source Operations (MSO)
 - Collection from, by and/or via humans
 - Foreign military and military-related intelligence
 - Conducted by trained personnel under military commanders
 - Conducted under SECDEF authorities
 - Satisfies Department of Defense requirements
- Established centralized management under Dir DIA to achieve common standards across DoD
- Intent is for all warfighters to conduct MSO whenever/wherever required – all activities must be coordinated

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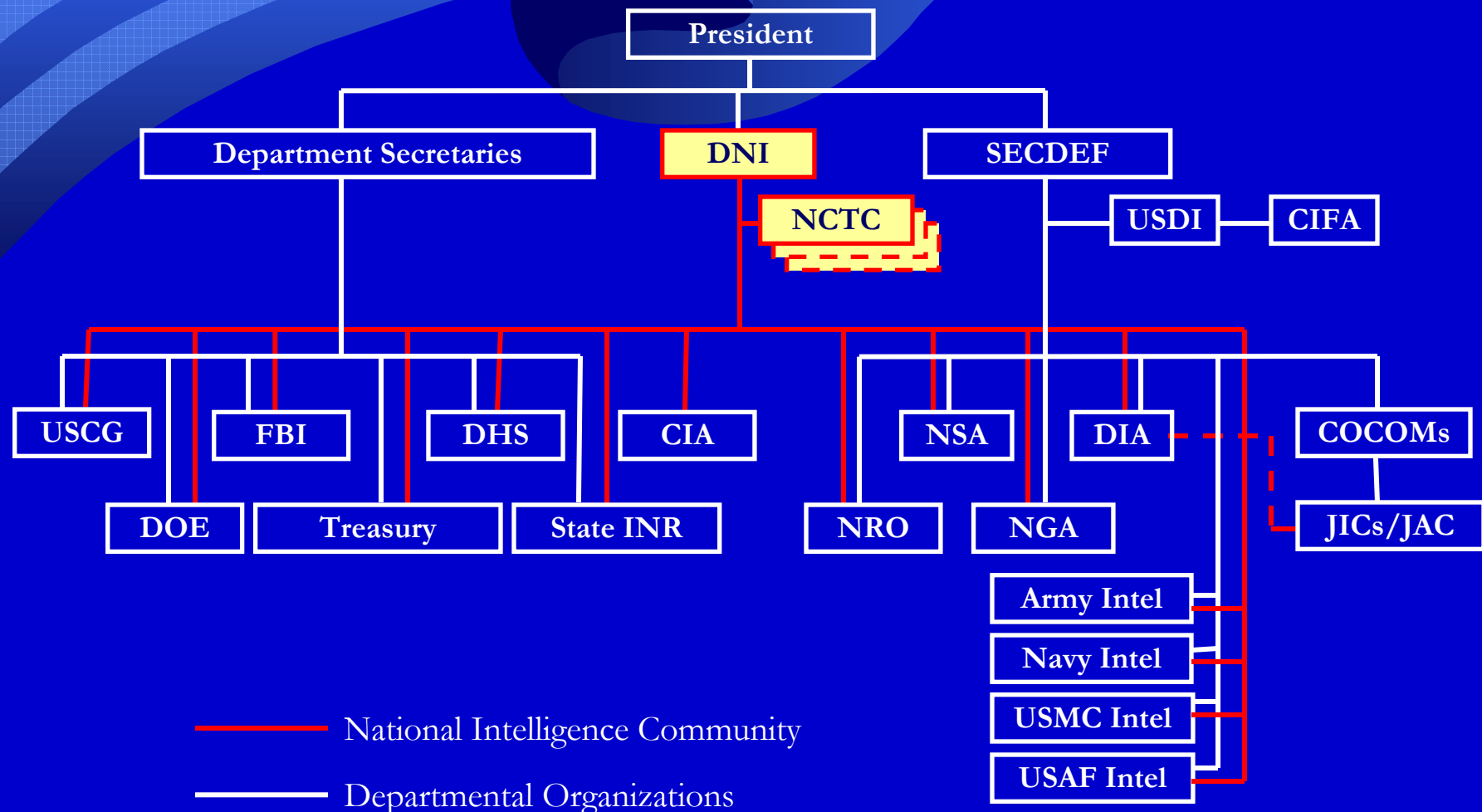
Why is This Important?

The enemies we face are not traditional conventional military forces, but rather distributed multi-national and multi-ethnic networks of terrorists. These networks seek to break the will of nations... (QDR)

- DoD Intel must:
 - Support the current fight
 - Provide indications and warnings of a WMD threat
 - And be prepared to support a conventional conflict
- DoD Intel must also support the CIA and DNI
 - All are dependent on DoD's ability to collect relevant information, analyze it and ensure leaders can act on it

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DoD Intelligence Capabilities and National Intelligence Capabilities

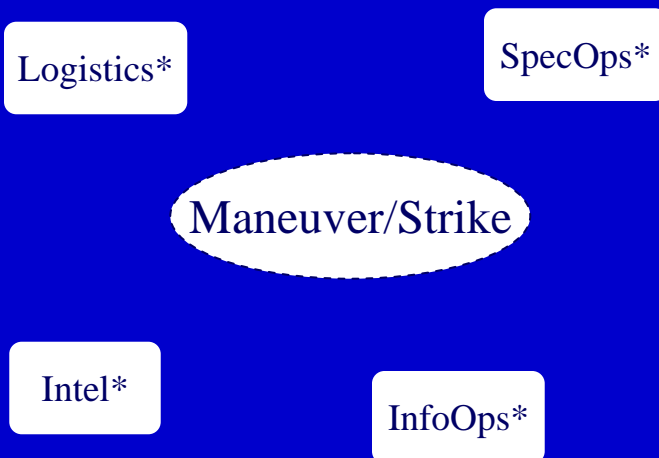


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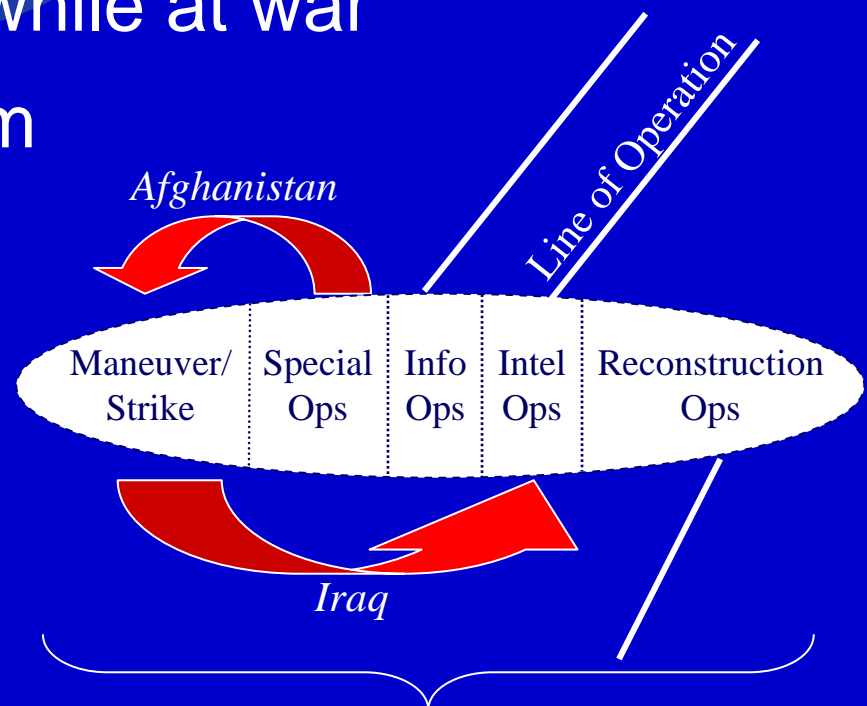
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Our Challenges

- Training to the right standards while at war
- Transforming the force while at war
- Must break the Paradigm



•*Supporting efforts
viewed as Staff Functions*



*Harness Lines of Operations into
True Joint Force Capabilities*

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Paradigm Shifts

- Need to Know —————> Need to Share
- Actionable Intel —————> Action to Produce Intel
- Intel as a Staff —————> Intel as a Line of Function Operations
- Risk Aversion —————> Risk Mitigation
- Stove Pipes —————> Horizontal Integration

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Questions

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National Counterterrorism Center

Vision

To become the nation's center of excellence for terrorism and counterterrorism issues, orchestrating and shaping the national and international effort to eliminate the terrorist threat to U.S. interests at home and abroad.

Mission

Using all elements of national power, develop the strategic plans and conduct the analysis needed to identify terrorists and their supporters that threaten our national interests; detect their plans, intentions and means of support; and provide assistance to the operational elements of the US Government who have responsibility for the defeat, destruction, arrest, or disruption of these groups or individuals to prevent future attacks.



March 2006



National Counterterrorism Center

“An Interagency Effort”

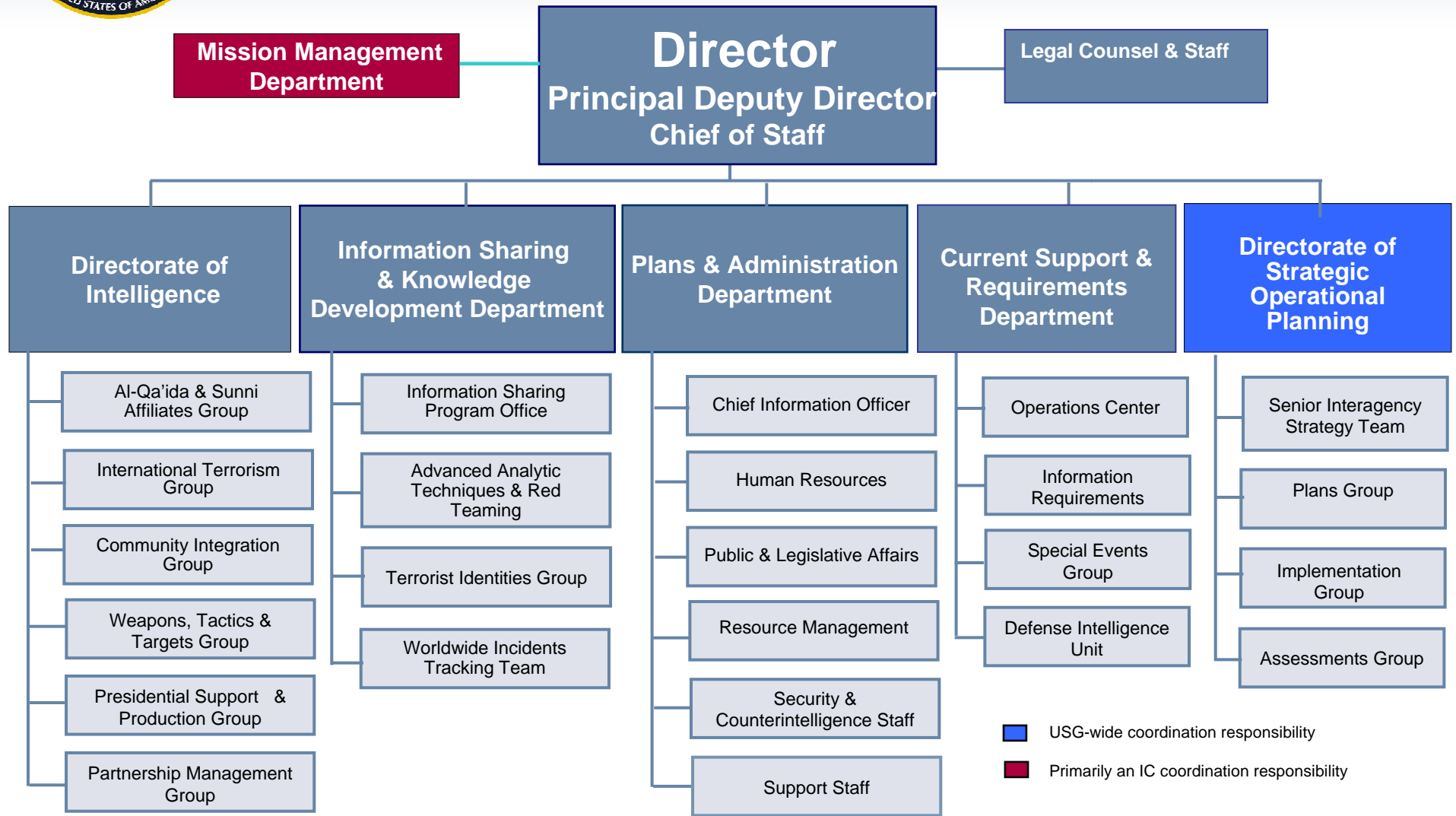
- NCTC has USG staff “assignees” from:
 - Federal Bureau of Investigation
 - Department of Defense
 - Central Intelligence Agency
 - Department of Homeland Security
 - Department of State
 - *Others* – DOE, NRC, HHS, USDA, USCP, Treasury
- Assignees to NCTC retain authorities of parent entities
- Multiple contractors support NCTC – primarily in information technology and operational support roles
- NCTC also leverages USG organizations *outside* the Intelligence Community, such as the 200+ participants from across the Federal Government supporting the strategic operational planning groups.



In the future, NCTC is moving to an organizational structure composed of a small, permanent cadre, rotational detailees, and assignees to improve our capabilities and attract qualified officers while protecting the equities of our mission partners.

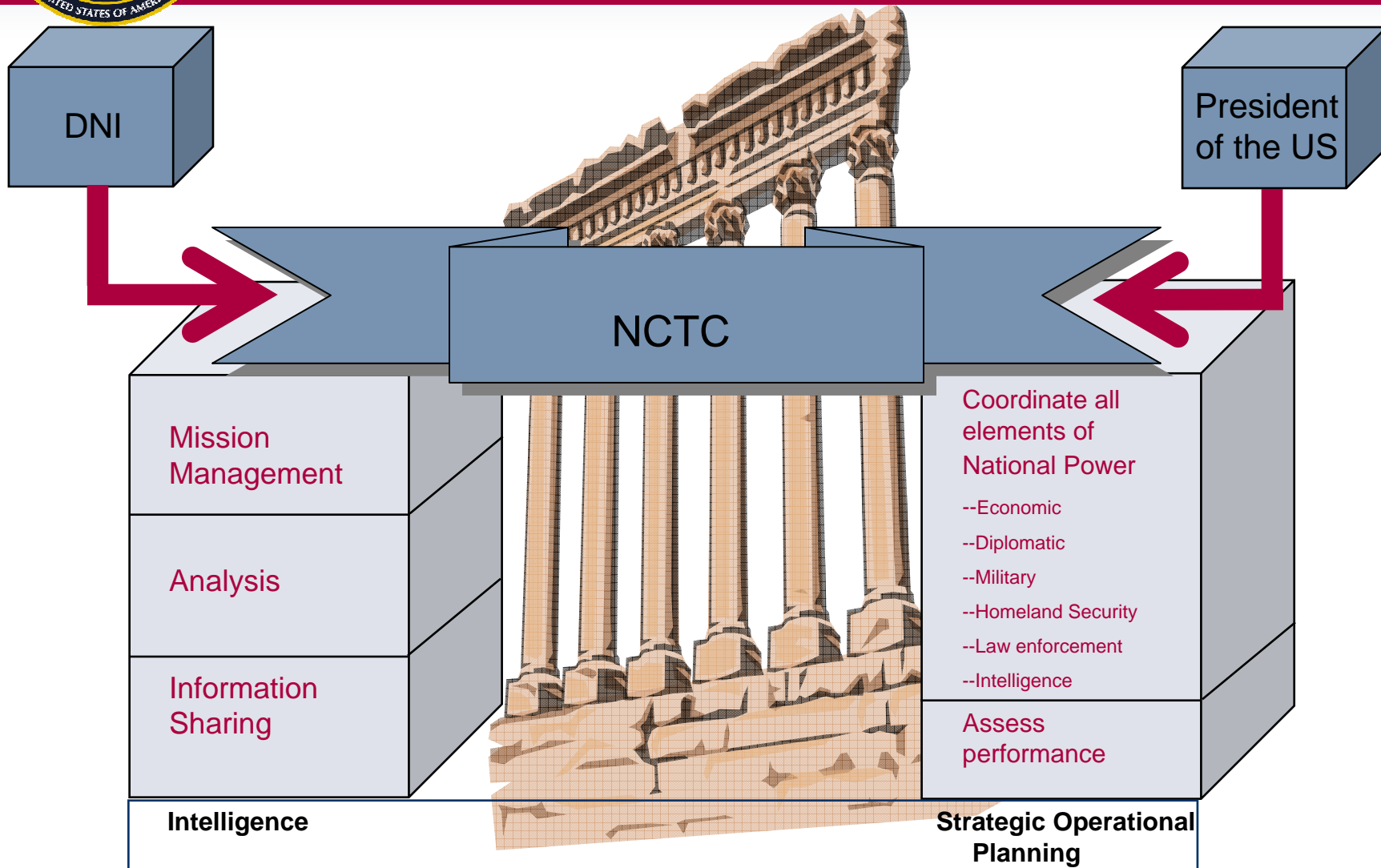


NCTC Organizational Chart



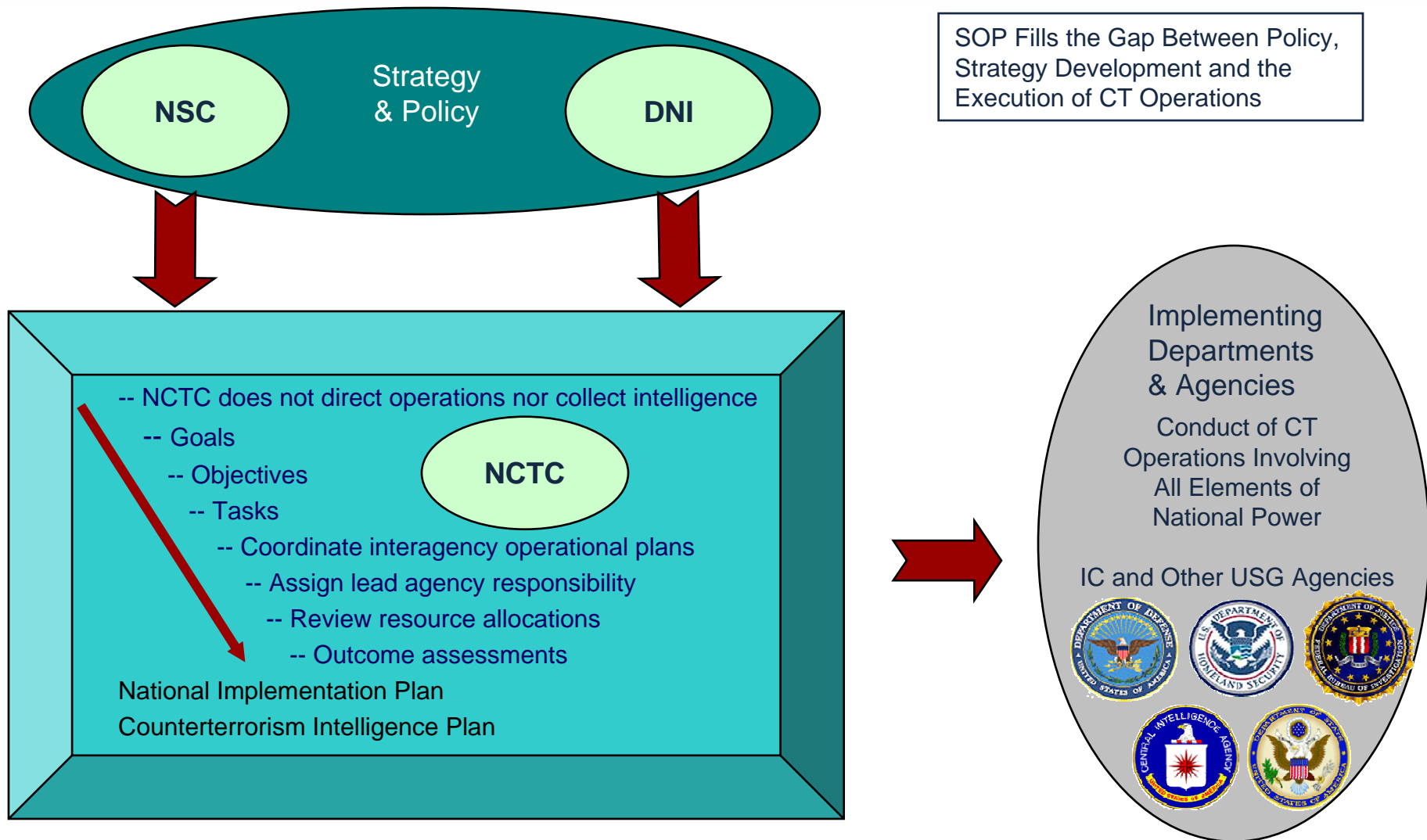


NCTC Pillars





Strategic Operational Planning (SOP)





Strategic Terrorism Analysis

- IRTPA designates NCTC as the “*primary organization in the United States Government for analyzing and integrating all intelligence*” pertaining to terrorism (except purely domestic terrorism).
 - Providing daily terrorism analysis for the President, senior policymakers and the U.S. Government.
 - Producing integrated and coordinated analysis, drawn from multiple sources, while ensuring dissenting views are aired.
 - Expanding our analytic cadre to enhance our breadth and depth of coverage of key issues and to support our mission partners.
- NCTC leads the analytic community through:
 - **Terrorism Production Planning Board (TPPB)** – meets daily to guide Community production efforts for the senior USG leadership.
 - **Interagency Intelligence Committee on Terrorism (IICT)** – Community coordinated analytic warnings, assessments, advisories, and alerts, as well as orchestrating the Community’s strategic research program for terrorism.
 - **Red Cell and Advanced Analytic Techniques** – Provide independent alternative analysis and support interagency conferences to discuss competing beliefs concerning terrorist organizations and their plans.





Facilitating Information Sharing

- NCTC officers with unprecedented access to terrorism information from multiple USG agencies.
- NCTC sponsors multiple fora and mechanisms for the exchange of terrorism information.
 - NCTC Online
 - Community “one stop shopping” for terrorism-related information.
 - Includes disseminated cables, finished intelligence, tearlines, & portals to other databases.
 - 5,500 accounts, 1 million pages viewed monthly.
 - Area for collaboration (e-mail, forums, chat).
 - Video teleconferences (3x daily) with the NSC and CT Community.
 - NCTC Operations Center provides CT situational awareness 24/7.
- NCTC has liaison relationships with selected foreign partners to share information, analysis, and insights on terrorism matters
 - Deploying an electronic capability to collaborate with key foreign CT centers.
- NCTC maintains the all-source database of all U.S. Government and information on international terrorists.
 - Contains **347,000 names/aliases** representing over **250,000 unique individuals**.
 - Provides terrorist identities information and watchlist nominations to the FBI-administered Terrorist Screening Center.





Enhancing Terrorism Information Integration

- To comply with the IRTPA requirement for NCTC to become the “knowledge base” for terrorism information, NCTC is:
 - Establishing an integrated architecture that will enable a simultaneous, **federated search capability** against a data warehouse available to the Federal CT community.
 - Establishing the NCTC Common Computing Environment (NCCE) to improve analyst access to information on multiple networks.
 - Transitioning to a **Service Oriented Architecture** to separate data from applications and improve the integration of legacy capabilities.
 - Deploying a Sensitive But Unclassified version of NCTC On-Line.
- “Terrorism information” covers an exceptionally broad array of data
 - Active **information acquisition** effort underway under the Information Sharing Project Office.
 - Seeking awareness and integration of **non-obvious terrorism** information





Mission Management: Community Leadership

IC Policy Memorandum 2005-100-2, signed by DNI on 15 November 2005, established NCTC as the Counterterrorism Mission Manager for the Intelligence Community.

- Mission Manager concept was a WMD Commission recommendation.
- Outlines an expansive mandate to focus the Community's CT efforts and lead an Integrated Enterprise. Under this directive, the Mission Manager shall:
 - Understand the full range of customer requirements,
 - Evaluate quality of analysis,
 - Identify collection gaps and develop integrated collection strategies – **analysis drives collection**,
 - Ensure that competitive analysis is conducted on high-priority topics and that emerging threats are addressed,
 - Establish metrics to track Community performance, and
 - Provide recommendations to the DNI on transferring personnel and funds across the IC to improve mission effectiveness.
- Deputy Director for Mission Management has been appointed and the staff is being built.
 - Initial tasks: baseline analytic/collection capabilities, assess performance, and identify gaps/overlaps.

Goal is comprehensive coverage with planned redundancy and alternative analysis; an aggressive national collection posture, and the rational allocation of limited resources



Key Challenges

- Complex Threat Picture
- Intelligence Business Process Issues
 - Foreign / Domestic divide is blurred.
 - Community analysis is sub-optimized:
 - Redundancies in some areas . . .
 - . . . and gaps in other areas.
 - Working to baseline the IC's CT resources and develop "lanes in the road".
 - Information management and sharing
 - Complicated balance of legal / technical / security / policy matters
- Government-wide Business Process Issues
 - Contradictory roles and responsibilities between / among the departments and agencies.
 - Reconciling departmental authority with the need for an interagency approach to the terrorism problem.
 - Long-term resource commitment is uncertain.



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SOC SOUTH

Special Operations Command South

Brigadier General Charles Cleveland
Commanding



POINTS OF INTEREST

Panama

- Canal security
- Border security

Haiti

- Political, civil unrest

Venezuela

- Political, civil unrest

Ecuador and Peru

- Civil unrest / national strikes
- Narco-trafficking
- Kidnappings
- Alien smuggling
- Shining Path resurgence

Colombia

- Increased urban terrorism
 - FARC, ELN, AUC
- FARC expanding international alliances & AOR presence
- Increased threat to US personnel
 - SRS hostages

Bolivia

- Political, civil unrest

Tri-border Area

(Argentina, Brazil, Paraguay)

- Base of operations for Islamic radical groups

Argentina

- Economic crisis causing political, civil unrest

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AREA OF RESPONSIBILITY

Challenges

- Most inequitable income distribution of any region in world
 - Wealthiest 10% receive 40-50% of national income
- Poverty reflected in increasing crime rates (*30/100,000 murder rate vs. US rate of 6.3; Brazil – 50; Guatemala – 100*)
 - Only 10% of crimes prosecuted
- Disaffected indigenous groups
- Corruption rampant
- COL, BOL, PER supply majority of world's cocaine
- 40+ year insurgency in COL has killed over 40,000 in last decade (*over 6,000 in past 3 years*)
- Alien smuggling networks as conduit to US
- Region vulnerable to wide variety of natural disasters

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TECHNOLOGICAL ENHANCEMENTS

- Foliage Penetrating Imaging System
- Partner Nation operations kits (NVG's, Comms, Selected Weapons)
- Surrogate/Partner Nation “Blue Force” tracking system
- Inexpensive FW/RW support
- Forensic Exploitation Systems

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Contractors on the Battlefield Panel

March 14, 2006



KBR

Government
and Infrastructure

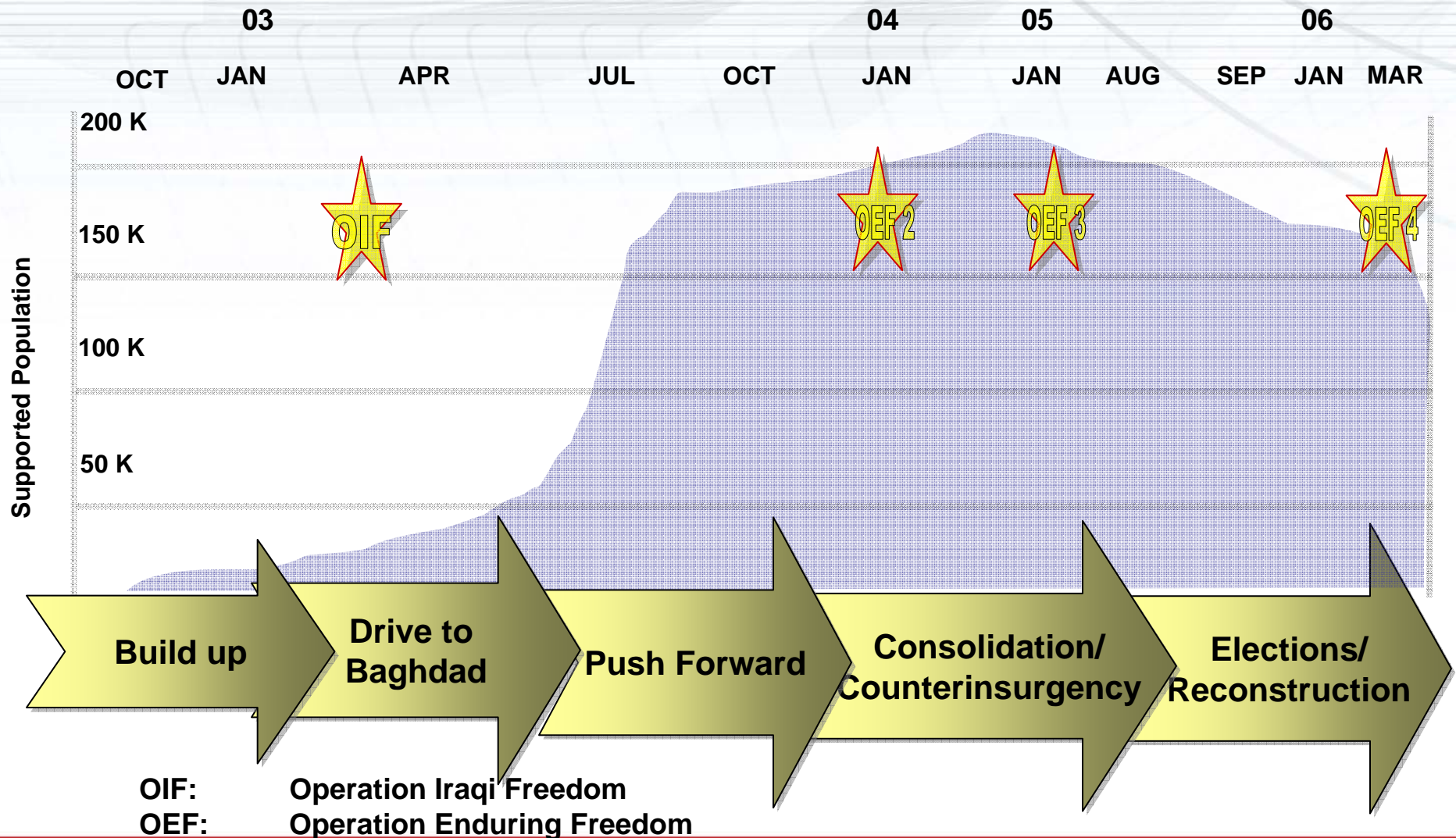
Contractors on the Battlefield

Congressional Budget Office Study October, 2005

Billions of 2005 Dollars	20 Year Total
LOGCAP Contractor Support	\$41.4
Total Army Costs	\$93.0
Difference in Total Cost	\$51.6

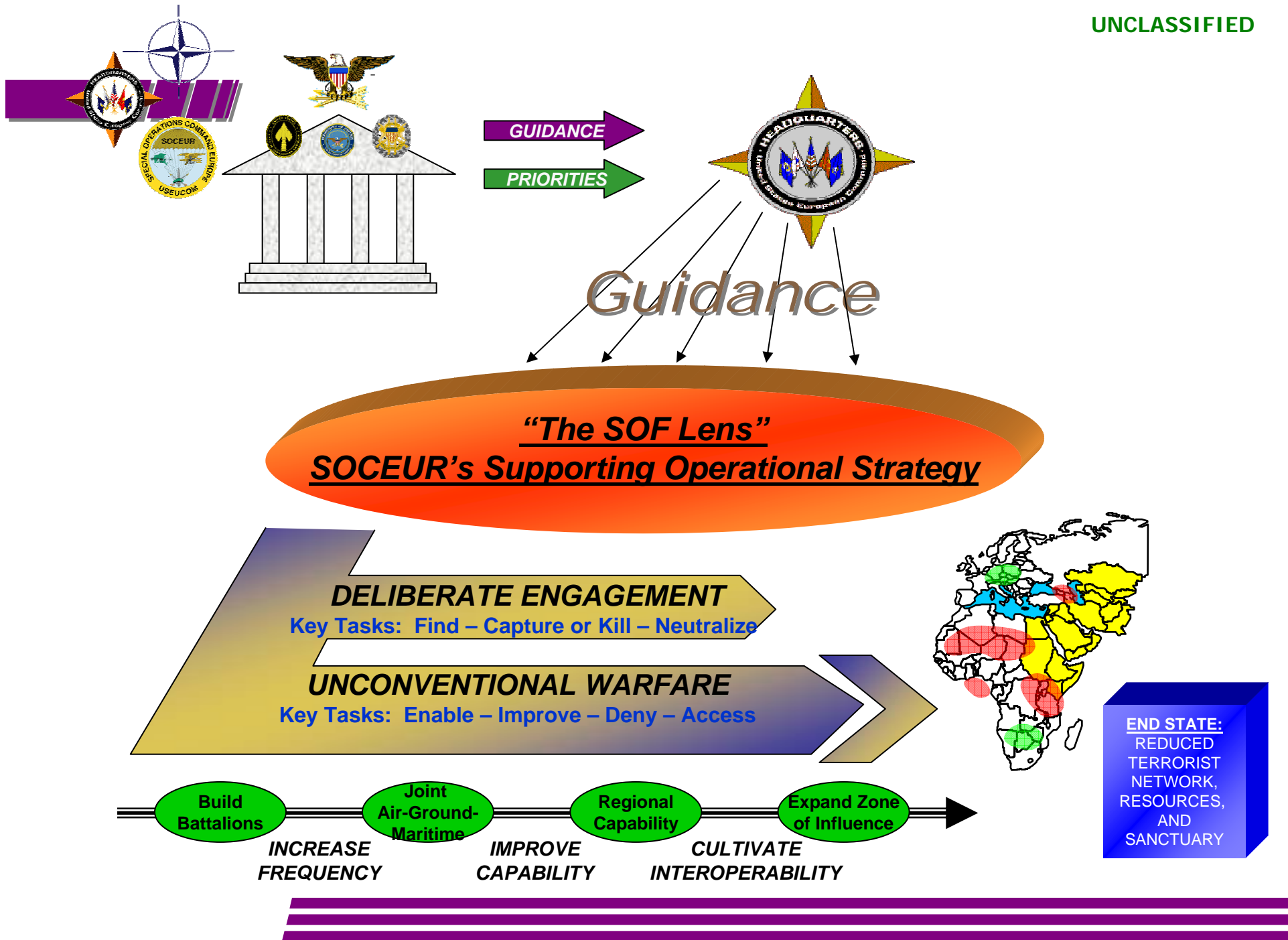
Iraq -- Constant Change As Expected

Pace and Scope Unexpected



Observations

- Institutional Training
- Contingency contracting
- Contract Integration





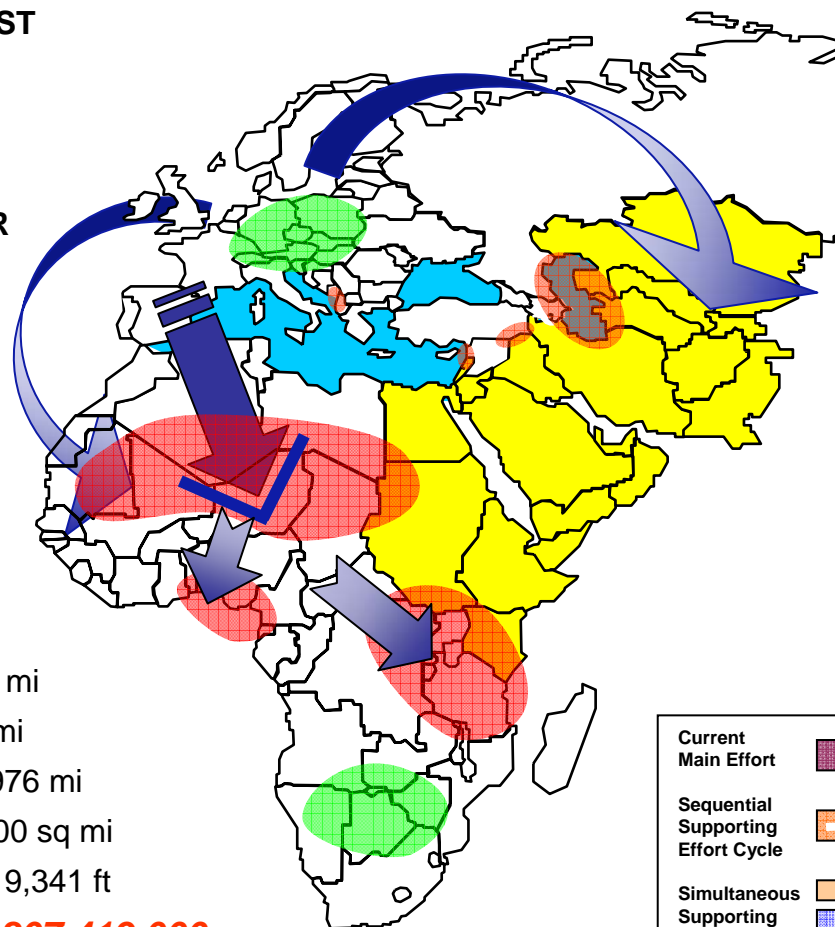
SOCEUR's Theater Strategy

(Nested in EUCOM's WOT Campaign)

GWOT INTEREST

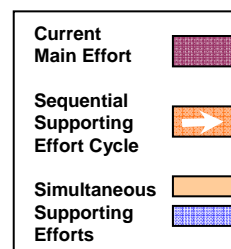
PARTNERS

CENTCOM AOR

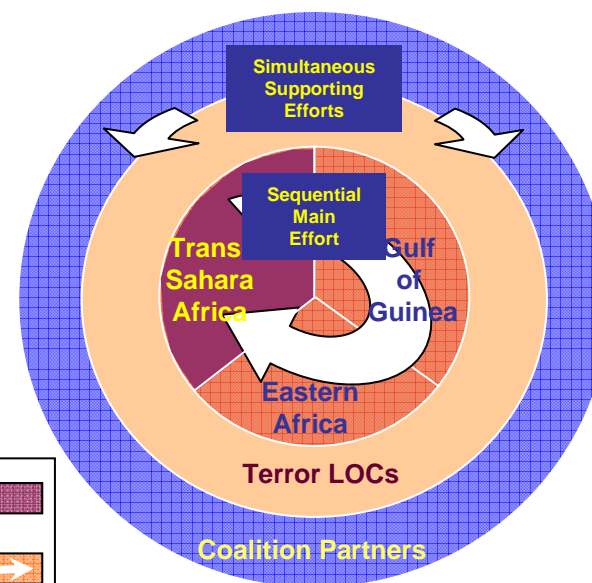


■ Africa Statistics

- Length: ~ 5000 mi
- Width: ~ 4700 mi
- Coast line: 18,976 mi
- Area: 11,608,000 sq mi
- Highest point: 19,341 ft
- **Population: 807,419,000**



Operational Framework



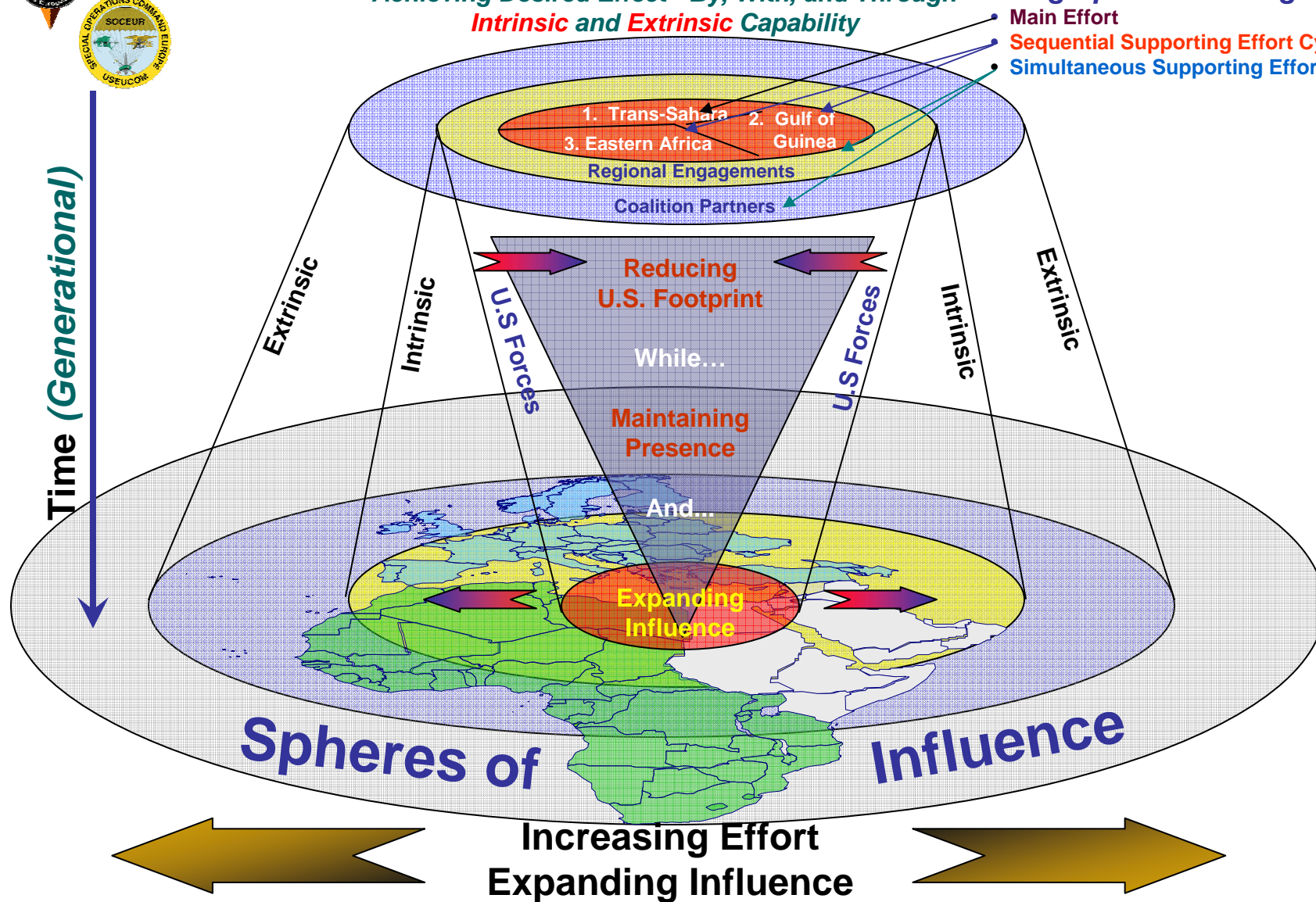


Coalition Warfare

*Achieving Desired Effect - By, With, and Through
Intrinsic and Extrinsic Capability*

Geographical Leverage Points

- Main Effort
- Sequential Supporting Effort Cycle
- Simultaneous Supporting Efforts





Large Industry Requirements From Small Business For Combating Terrorism

John Freeh
President, LM Systems Management



Fighting “The Long War!!”



- ◆ **USSOCOM: Leading the Fight in the Global War on Terrorism**
- ◆ **A Total Partnership: Military – Industry – Civilian Agencies**
 - Demand for: Long Term Commitment / Flexibility / Creativity
 - No One Corporation Has The Answer
 - Key: “Best of Breed” – Integration
 - Flexible, Expeditious Methods of Contracting





Lockheed Martin ... We Deliver Value

- Partner to Help Customers Meet Their Defining Moments
- Systems Integration
- Take on Challenges With a Passion for Invention
- Deliver Disciplined Performance to Achieve Mission Success



We Never Forget Who We're Working For™

Important Role of Small Business



◆ Offer Unique:

- Capabilities and Experience
- Understanding of the Mission
- Disruptive Technologies
- Responsiveness



◆ Partnering with LM offers:

- Opportunity to Leverage Unique Technologies & Services into Large Programs or Large Scale Deployments
- Opportunity to Develop Right Solutions for the Warfighter





Future Requirements

Aircraft and Avionics Modernization

Sensors, Command & Control

Engineering and Technical Services

Training, Modeling and Simulation

**WMD Detection, Localization and Rendering
Safe**

Stabilization Operations

Logistics

Force Protection & Security

LM Partnership with Small Business

◆ Proactive Outreach Efforts (>70/year)

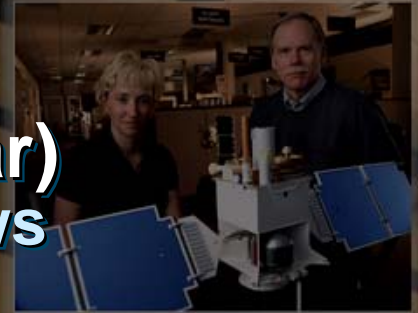
- Seminars, Conferences and Trade Shows
- Associations and SB Memberships
- Senator, Congressmen and Governor Sponsored SB Events

◆ Mentor Protégé Partnerships

◆ Meet Evolving Requirements through Open Business Model

◆ Adding SB's to our IDIQ vehicles

- CR2
- S3
- FAST



Our Goal - Long Term Partnerships!!



Recognized Tradition of Partnership

**SB Awards & Recognition – Eisenhower (2), Eagle
(2), Cogswell (2), DLA Achievement (2),.....**

LM Small Business POCs

- 
- ◆ **Julie Paglione**
856.486.5977
julie.e.paglione@lmco.com
 - ◆ **Supplier Info Line**
877.LMC.SBLO
www.lockheedmartin.com
 - ◆ **Mike Dickerson**
407.356.3727
michael.f.dickerson@lmco.com



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Powered by Innovation – Guided by Integrity



Quadrennial Defense Review Results

SO/LIC Symposium
March 15, 2006

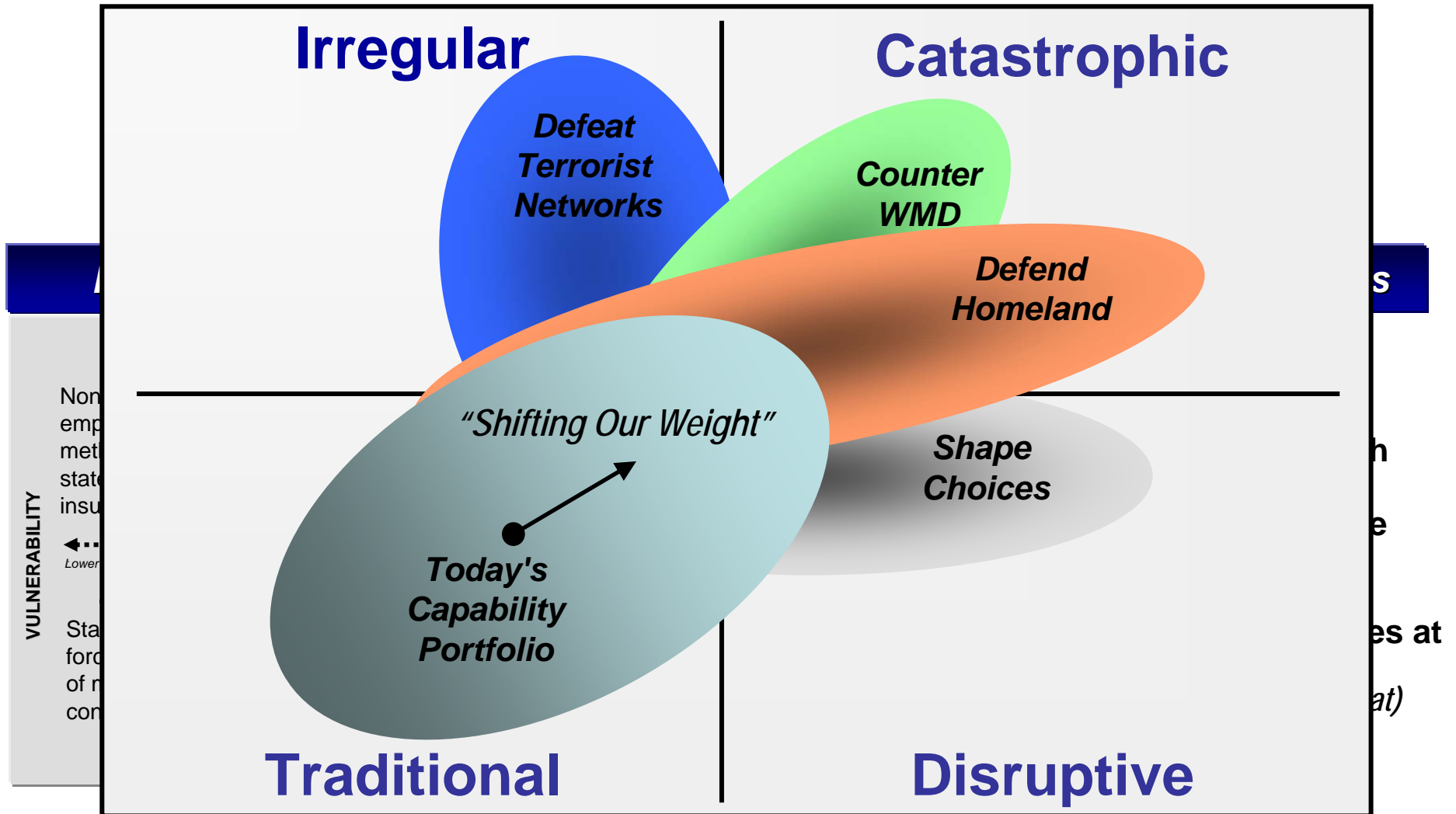
Introduction

- ❑ A wartime QDR: conducted during 4th year of a “long war”**
- ❑ 20 year look – must prevail in current war and also prepare for wider range of challenges**
- ❑ Twin imperatives of review:**
 - Continue reorientation of capabilities to address asymmetric challenges (more irregular, catastrophic and disruptive in character)...
 - ...while changing the Defense enterprise to support and accelerate that reorientation
- ❑ Interim product in continuum of transformation**

Fighting a Long War – Lessons Learned

- ❑ **Capitalized on lessons learned from operational experiences of the past 4 yrs in an age of uncertainty and unpredictability**
- ❑ **“Long war”**
 - Prolonged irregular conflict (Afghanistan and Iraq)
 - Wider irregular operations “long war” (Philippines, Horn of Africa, Georgia, Pan-Sahel, elsewhere)
 - Humanitarian (tsunami, Pakistani earthquake) and anticipatory actions (Haiti, Liberia)
 - Operations in support of civil authorities at home (9/11, Katrina)
- ❑ **Key lessons from these operations informed QDR – importance of**
 - Uncertainty and unpredictability
 - Building partnership capacity – indirect approach and enabling others
 - Early anticipatory measures
 - Unity of effort

QDR Objective – Shift in Focus



Continuing the reorientation of military capabilities and implementing enterprise-wide reforms to ensure structures and process support the President and the warfighter

Implications

- ☐ **Irregular Warfare**
- ☐ **Special Operations Forces**
- ☐ **Intelligence, Surveillance, and Reconnaissance (ISR)**
 - From “Find – Fix – FINISH” to “FIND – FIX – Finish”
- ☐ **Achieving Unity of Effort**
 - For complex interagency operations abroad

Implications: Irregular Warfare

- ❑ General purpose forces will take on many tasks that Special Operations Forces currently perform (e.g., foreign military training missions)
- ❑ Reorganizing Army combat and support forces into modular brigade-based units will increase breadth and depth for the long war
 - Increased capabilities to conduct time-sensitive operations by fusing intelligence and operations at the tactical level
 - Increased numbers of Joint Tactical Air Controllers to achieve greater ground-air integration
- ❑ Greater emphasis on language and cultural understanding
- ❑ Converting four SSBNs to stealthy SOF platforms

Future warriors will be as proficient in irregular operations, including counterinsurgency and stabilization operations, as they are today in high-intensity combat



Implications: Special Operations Forces

- ❑ Key initial investments in greater SOF capabilities and capacity starting in FY07
- ❑ Grow overall SOF components by 15%, with targeted increases:
 - Increase Army Special Forces battalions by one-third
 - Expand PSYOPS, Civil Affairs units by 3,700 personnel (33% increase)
- ❑ Increase SEAL Team force levels to conduct direct action missions
- ❑ Establish a SOF UAV squadron to provide organic capabilities to locate and target enemies
- ❑ Establish a Marine Corps Special Operations Command (MARSOC) with 2,600 personnel

SOF will increase their capacity to perform more demanding and specialized tasks, especially long-duration, indirect, and clandestine operations in sensitive environments and denied areas



Implications: ISR

- ❑ **Shifting emphasis: From “Find – Fix – FINISH” to “FIND – FIX – Finish”**
- ❑ **Expand capabilities and capacity of defense human intelligence to penetrate terrorist networks**
- ❑ **Increase MASINT and to identify enemy WMD and their delivery systems**
- ❑ **Increase investments in UAVs: double current orbit capacity**
 - **Identify and track moving targets in denied areas**
- ❑ **Implement a new imagery intelligence approach focused on achieving persistent collection capabilities**
 - **Investments in moving target indicator and synthetic aperture radar capabilities, including Space Radar**

The ability of the future force to establish an “unblinking eye” over the battle space through persistent surveillance will be key to conducting effective joint operations.



Implications: Achieving Unity of Effort

- ❑ **Enabling complex interagency operations abroad**
 - **Many USG agencies possess skills needed to perform critical tasks, but they are often not chartered or resourced for deployability**
 - **Department of Defense tends to be the *default responder***
- ❑ **QDR recommendations....the Department will:**
 - **Support increased resources for State's Coordinator for Reconstruction and Stability**
 - **Support broader Presidential authorities to redirect resources and task the best-suited agencies to respond**
 - **Strengthen DoD's mechanisms for interagency coordination**
 - **Improve DoD's ability to assess security cooperation activities and enable resource allocation decisions**
 - **Strengthen DoD Regional Centers in support of overall USG outreach**

Other agencies' capabilities and performance often play a critical role in allowing the Department of Defense to achieve its mission



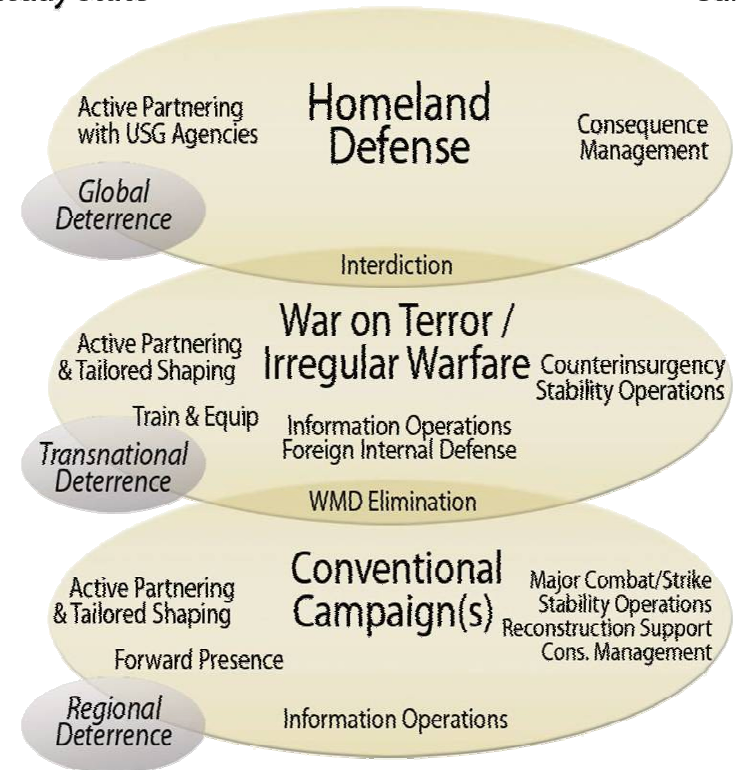
Back-up: Refined Force Planning Construct

Construct for shaping the future force

- ❑ **Steady-state & surge operations**
 - Homeland Defense
 - Irregular Warfare
 - Conventional Campaigns
- ❑ **Tailored Deterrence**
 - Advanced military competitors, rogue states, terrorist networks
 - Strengthened deterrence against opportunistic aggression/coercion
- ❑ **Two-war capacity**
 - Varying levels of effort
 - Stress-on-the-force elasticity

Steady State

Surge



Sizing Variables:

Frequency	Number	Scale / Intensity
Concurrency	Ops Risks	Duration
Policy	Environment	Partner Capabilities

Way Ahead

- ☐ **Applying QDR strategic direction to FY08-13 future year defense program**
- ☐ **Managing implementation – 100+ action items under direction of DSD/VCJCS**
- ☐ **Execution Roadmaps**
- ☐ **Outreach efforts and consultative agenda**
 - Put in place capabilities for next generation of leaders

Headquarters U.S. Air Force

Integrity - Service - Excellence



Impact of the War on Terrorism on the USAF

**Brig Gen Dutch Holland
Director of Current Operations & Training
DCS, Air, Space, & Information
Operations, Plans, & Requirements**



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AF Priorities

- **Winning the War on Terror**
- **Developing and Caring for our Airman**
- **Maintaining, Modernizing, & Recapitalizing our Aircraft and Equipment**

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Current Operations

OPERATION NOBLE EAGLE

- Special Nat'l Events
- POTUS Movements
- Air Sovereignty



SPACE OPERATIONS

- Command 50 satellites
- Support 140 more
 - comm, warning, nav, wx
- 15 Space Launches in 05
- Deterrence Operations

OPERATIONS ENDURING FREEDOM

&

IRAQI FREEDOM

- 350K Combat Missions
- 106K Mobility Flights
- 3,500 ILO Taskings

COUNTERDRUG

- Interagency Operations
- 2,880 Sorties

MOBILITY OPERATIONS

- T/O every 2 mins/365
- Since 9/11:
 - 292K Sorties
 - 3.7M Pax
 - 1.7M Tons Cargo
 - 474M Gals Fuel

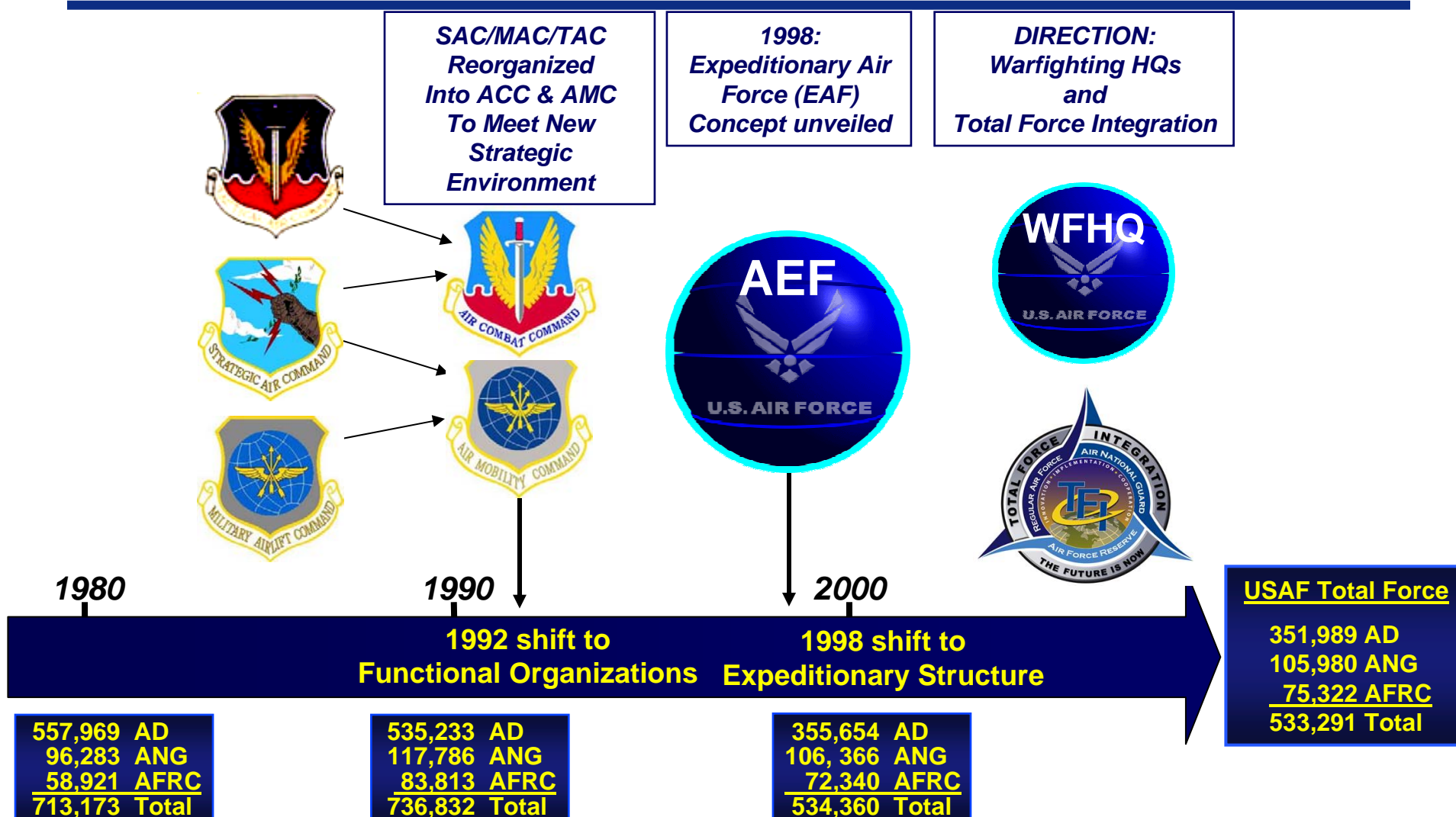
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Organizational Structures Changing How We Fight



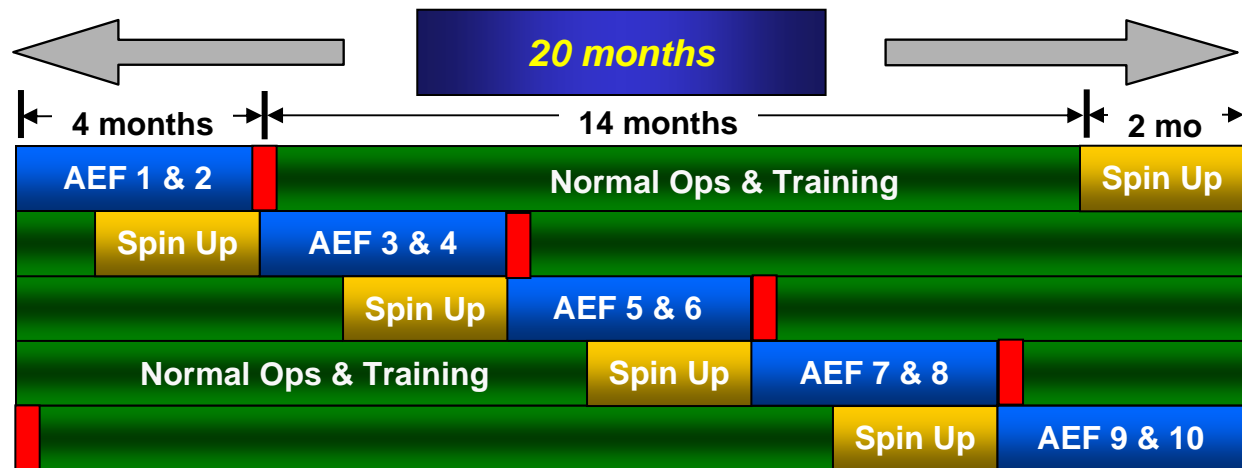
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Air Expeditionary Force Rotational Cycle



~25,000 personnel

2 - 3 Combat Wings (Fighters / Bombers)

2 ½ Mobility Wings (Tankers / Airlift)

Typical Total Force AEF

1 – 2 ISR Squadrons

3 - 4 Austere locations & AFSOC base

- Maintains a sustained high-level of readiness
- Facilitates better reconstitution / training
- Promotes predictability, sustainability, currency
- Enables ARC volunteerism and Total Force retention

Key to maintaining and sustaining combat capability

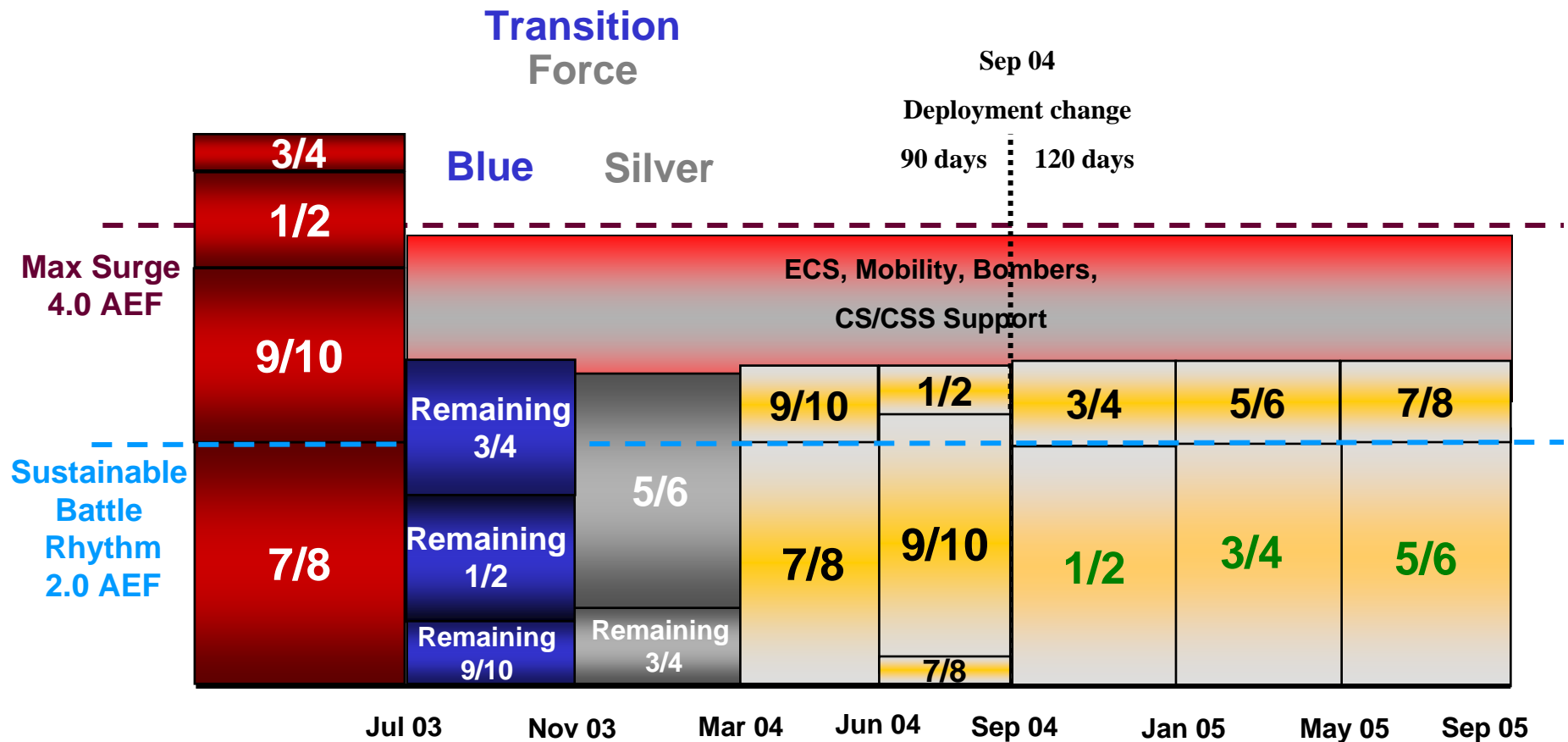
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AEF Reality Since OIF



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Recruiting & Retention

Recruiting (As a % of goal)

	Active	Guard	Reserve
Enlisted	101%	76%	101%
Officer	Forecast	93%	100%

Aggregate vs. Specific!

- Career Field Shortfalls
 - Health Professionals
 - SERE
 - Linguists
 - Combat Control
 - Pararescue
 - Aerial Gunners
 - Acft Fuel Systems
 - Etc.

Retention (As a % of goal)

	Active	Guard	Reserve
Enlisted	109%	99%	110%
Officer	106%	100%	107%

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Funding Impact on Readiness

	FY06	FY07 PB	
(\$B)	Approp	Request	Delta
Flying Operations *	\$13.3	\$14.9	\$1.6
Mission & Base Ops	\$11.8	\$11.9	\$0.1
Communications	\$0.9	\$0.9	\$0.0
Space Operations	<u>\$1.3</u>	<u>\$1.3</u>	<u>\$0.0</u>
Total	\$27.3	\$29.0	\$1.7

* Includes \$713M from FY06 Bridge Supplemental

Highlights:

- Trains aircrews with 1.7M flying hours, maintains fleet of nearly 6,000 aircraft
- Funds 84 major installations, 80 combat wings, and production of 1,300 pilots
- Maintains 41 deployable combat communication units and communication for 88 Expeditionary Theater Deployable Communication packages
- Sustains and operates 2 launch facilities; 30 scheduled launches

Readiness is the Foundation for Combat Capability

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Capability Portfolios

- Air, Space and Cyberspace Dominance is essential to:
 - Protect U.S. homeland and overseas interests
 - Project and sustain air power in distant theaters
- Success at all levels of warfare relies on gaining and maintaining air, space and information dominance



Persistent
C4ISR

Worldwide vigilance ensuring our nation's ability to see first, understand first and act first



Global
Mobility

Ability to quickly move people and equipment across the world, ensuring the right force, anywhere, anytime



Global
Strike

Persistence, precision, and survivability to produce tactical, operational and strategic effects

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Capability Portfolios

Hidden slides for notes

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USAF Transformation The Way Ahead

Overview

- **Organizational Restructure**
- **Manpower & Personnel Reshaping**
- **Process Efficiencies**

**Support COCOM-Assigned Missions
in Air, Space, & Cyber Commons**

Organizational Restructure

- **Warfighting HQs to support COCOM / JTF**
 - **Air & Space Operations Center (AOC)**
 - **AFFOR Staff**
- **Restructuring MAJCOM HQs**

Focus on Warfighting

Manpower & Personnel Reshaping

- **Continue Force Structure Reduction – Eliminate Least Effective Systems**
- **Recapitalize and Modernize – Smaller, More Lethal & Agile Force**
- **Rebalance Total Force**

Support Recapitalization

Process Efficiencies

- **Incorporate AF Smart Operations for the 21st Century (AFSO 21) throughout the AF**
 - **Walk unnecessary work out the door**
 - **Centralize & regionalize targeted workload**
 - **Streamline IT into central enterprise**
 - **Aggressively reduce Contractor support**

Produce Investment Capital

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Joint Transformation

- **Army Future Combat System**
- **Extended Range Multi-Purpose UAV**
- **Joint Cargo Aircraft**
- **Contingency Response Groups – Base Opening/Airfield Certification**
- **In Lieu Of (ILO) Taskings**
 - **Drivers, security, communications, fuels, medical, logistics, intelligence, civil engineering, base operating support and interrogators**
- **Training Transformation**
 - **Train for AEF operations up to full mission rehearsal**
 - **Distributed Mission Operations – virtual training**

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Parting Shots

- **Military Support to stability, security, transition and reconstruction (SSTR) operations**
 - **Elevate stability ops to same level as major combat ops**
- **Irregular Warfare**
 - **Enhance DOD IW capabilities and capacity**
- **AFSOC Future**
 - **Growth/Transform**
 - **Move CSAR to ACC**

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See First
Understand First
Act First



**AIR, SPACE
AND
INFORMATION
OPERATIONS,
PLANS AND
REQUIREMENTS**



SPECIAL OPERATIONS MEMORIAL

MacDill AFB, Florida



SPECIAL OPERATIONS MEMORIAL

MacDill AFB, Florida

To honor the selfless service and sacrifice of the men and women of the United States Special Operations Command and its assigned forces; to honor, promote, and preserve our nation's illustrious special operations heritage by recognizing the achievements, service, and sacrifice of the individuals, units, and other special operations organizations that contributed to our legacy; and, to recognize patriotic citizens who form our auxiliary...whose faithful commitment and support to America's Special Operations Forces make this memorial possible.

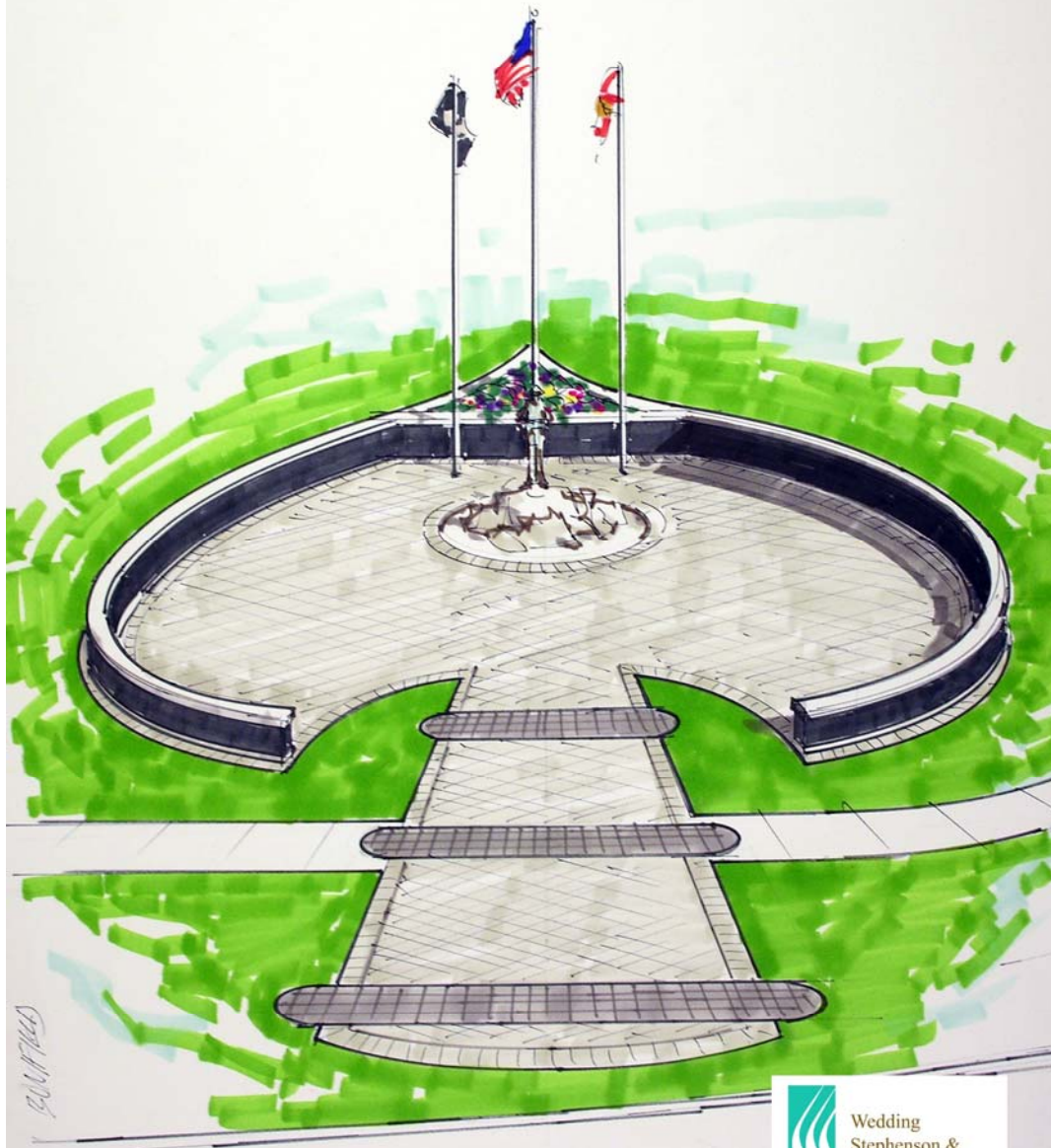
Special Operators who lost their lives in the Global War on Terrorism will never be forgotten

SSG Leroy Alexander
SGT Thomas Allison
CPL William Amundson
SPC Marc Anderson
MSG Joseph Andres, Jr.
1Lt Tamara Archuleta
Capt Derek Argel
PO2 Matthew Axelson
CSM Edward Barnhill
SFC William Bennett
SPC Mark Bibby
SGT Jay Blessing
CPO Matthew Bourgeois
Capt Todd Bracy
SPC Charles Bush, Jr.
CPT Paul Cassidy
SFC Victor Cervantes
CPT Jeremy Chandler
TSgt John Chapman
SFC Nathan Chapman
CPL Andrew Chris
1SG Christopher Coffin
CPL Matthew Commons
SGT Timothy Conneway
TSgt Sean Corlew
SSgt Casey Crate
Capt James Cronin
SGT Bradley Crose
SrA Jason Cunningham
MSG Jefferson Davis
SFC Trevor Diesing
PO2 Danny Dietz
SSG James Dorrity
Maj William Downs
SPC Jonn Edmunds
CPT Daniel Eggers
CW2 Jody Egnor
SSG Christopher Falkel
MAJ Curtis Feistner
MSG Richard Ferguson
MSG George Fernandez
MAJ Gregory Fester
SCPO Theodore Fitzhenry

CPO Jacques Fontan
SGT Jeremy Foshee
SSG Gregory Frampton
SSgt Jacob Frazier
SPC Bryan Freeman
Capt Jeremy Fresques
SSG Kerry Friih
PFC Nichole Frye
PFC Damien Garza
CW3 Thomas Gibbons
SSG Shamus Goare
CW3 Corey Goodnature
SSG Robert Goodwin
CMSgt Lawrence Gray
SSG Gary Harper Jr.
CW2 Stanley Harriman
SCPO Daniel Healy
PFC John Henderson
TSgt James Henry
SPC Julie Hickey
SSgt Jason Hicks
CPL Benjamin Hoeffner
SSG Aaron Holleyman
MSG Robert Horrigan
MSG Kelly Hornbeck
SFC Mark Jackson
SGT Kjp Jacoby
SPC Joseph Jeffries
MSG Ivica Jerak
SSG Allen Johnson
PFC Dillon Jutras
MSG William Kerwood
SSG Matthew Kimmell
SPC Adam Kinser
SSG Daniel Kislring
SFC Obediah Kolath
Capt Surrender Kothakota
Lt Cmdr Erik Kristensen
SFC Mitchell Lane
SFC Steven Langmack
TSgt Glenn Lastes
SSG Nino Livaudais
SPC Ryan Long

PO1 Jeffery Lucas
PFC George Lutz II
MSgt Michael Maltz
SFC Curtis Mancini
SSG Paul Mardis
MSgt William McDaniel
Lt Michael McGreevy, Jr.
SFC Robert McGee
SFC Michael McNulty
1SG Tobias Meister
SFC Robert Mogensen
SSG Orlando Morales
MSG Kevin Morehead
SFC Lawrence Morrison
SFC Pedro Munoz
SFC Marcus Muralles
Lt. Michael Murphy
SFC James Ochser
SSG Tony Olaes
SGT Michael O'Neill
CPT Bartt Owens
SGT Micheal Owens
1st Lt Ray Owens Jr.
CW3 Mark O'Steen
PO1 Brian Ouellette
SGT Jason Palmerton
PO2 Eric Patton
SSgt Patrick Pentico
SFC Daniel Petithory
LTC Mark Phelan
SSG Christopher Piper
SrA Jason Plite
Maj Steven Plumhoff
MSG James Ponder
CW2 Bruce Price
SSG Brian Prosser
SGT Regina Reali
MAJ Stephen Reich
PO1 Thomas Retzer
SSgt Juan Ridout
CPT Russell Rippetoe
PO1 Neal Roberts
CPT Charles Robinson
FC Daniel Romero
SFC Michael Russell
SSG Bruce Rushforth
A1C Jesse Samek
SPC Jonathan Santos
SSgt Scott Sather
CW4 Chris Scherckenbach
SGT Danton Seitsinger
CPL Timothy Shea
LTC Anthony Sherman
SSgt Anissa Shero
LTC Albert Smart
MAJ Charles Soltes
SFC Christopher Speer
SGM Michael Stack
PFC Nathan Stahl
Lt Col John Stein
SPC Kristofor Stonesifer
PO2 James Suh
PO2 Eric Sutton
SGT Philip Svitak
SSG Paul Sweeney
MAJ Paul Syverson
SSG Ayman Taha
PO1 David Tapper
CPT Michael Tarlavsky
PO1 Jeffrey Taylor
SFC John Taylor
CPL Patrick Tillman
SSgt John Teal
CPT Jeffrey Toczylowski
SFC Peter Tycz
SSG Gene Vance
SFC Brett Walden
SSgt Thomas Walkup
TSgt Howard Walters
Sgt Cheyenne Willey
Capt Gil Williamson
SGT Roy Wood
SGT Jeremy Wright
MSG Anthony Yost
SFC Mickey Zaun





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The Army in Transition

***Confronting the Global Challenges of the War on
Terror***

15 March 2006

BG Mike Milano

Director Of Training, G37 TR





The Landscape has Changed

- “We are an Army at war, and transforming”
 - “The Army will continue to transform from the current to the future force within the context of constant change and global challenges.”
 - “We will transform even while we continue to conduct operations in contact with our enemies.”
 - “We expect to accelerate the transformation of the Army’s doctrine, organization, training, materiel, leader development, people, and facilities.”
 - “And we must constantly work to discover what we can bring forward from the future to the current force to increase our capability - now.”
- Immediate Focus
 - Provide Relevant and Ready Land Power Capability to the Combatant Commander and the Joint Team
 - Train and Equip Soldiers and Grow Leaders
 - The Soldier is the Center piece of transformation
 - Enable the Force





U.S. ARMY

JOINT AND EXPEDITIONARY MINDSET

Joint and Expeditionary Mindset

Soldier



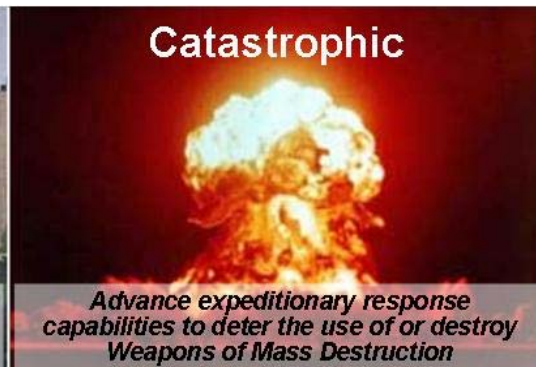
The Centerpiece

J
E
M

The Lens

J
O
I
N
T

A
R
M
Y



INTEGRATING MECHANISM

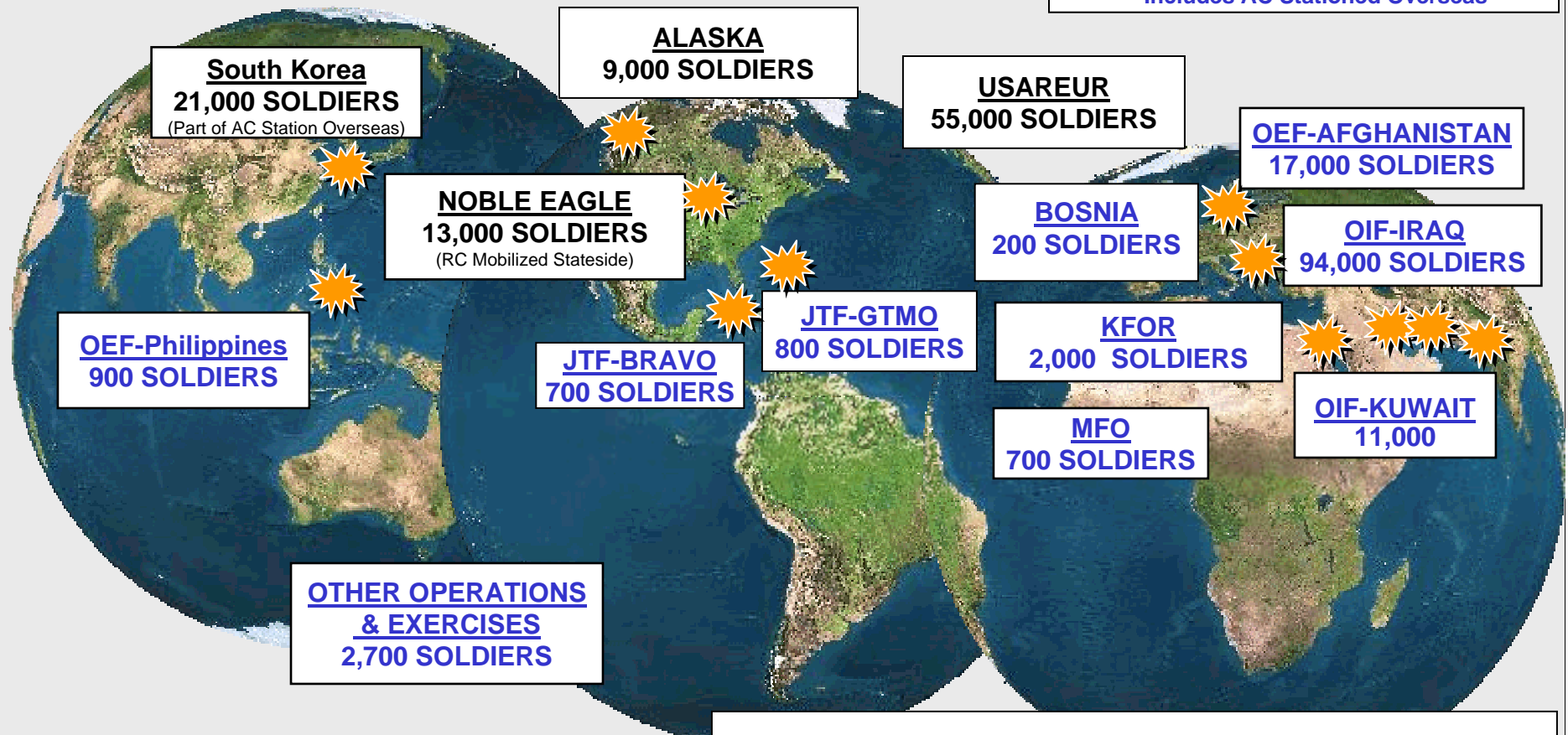
Current

Future

Army Global Commitments

**238,000* Soldiers overseas
in 120 countries**

* Includes AC Stationed Overseas



AC STATIONED OVERSEAS 108,000
AC STATIONED STATESIDE 379,000

AS OF 07 MAR 06
SFC Rodriguez, J

Army Personnel Strength

Component	R/C Authorized for	
	Mobilization / On Current Orders	
- Active (AC)	487,000	N/A
- Reserve (RC)		
USAR	188,000	40,000
ARNG	<u>334,000</u>	63,000
	1,009,000	

AFGHANISTAN JOA

UNCLASSIFIED

GROUND FORCES

ACTIVE ARMY	12,500
RESERVE ARMY	5,500
TOTAL	18,000

COALITION	3,300
MARINE	1,100
AIR FORCE	400
NAVY	300
TOTAL	23,100

LEGEND



* PAKISTAN RELIEF OPERATIONS

IRAQ SECTORS & UNITS

UNCLASSIFIED

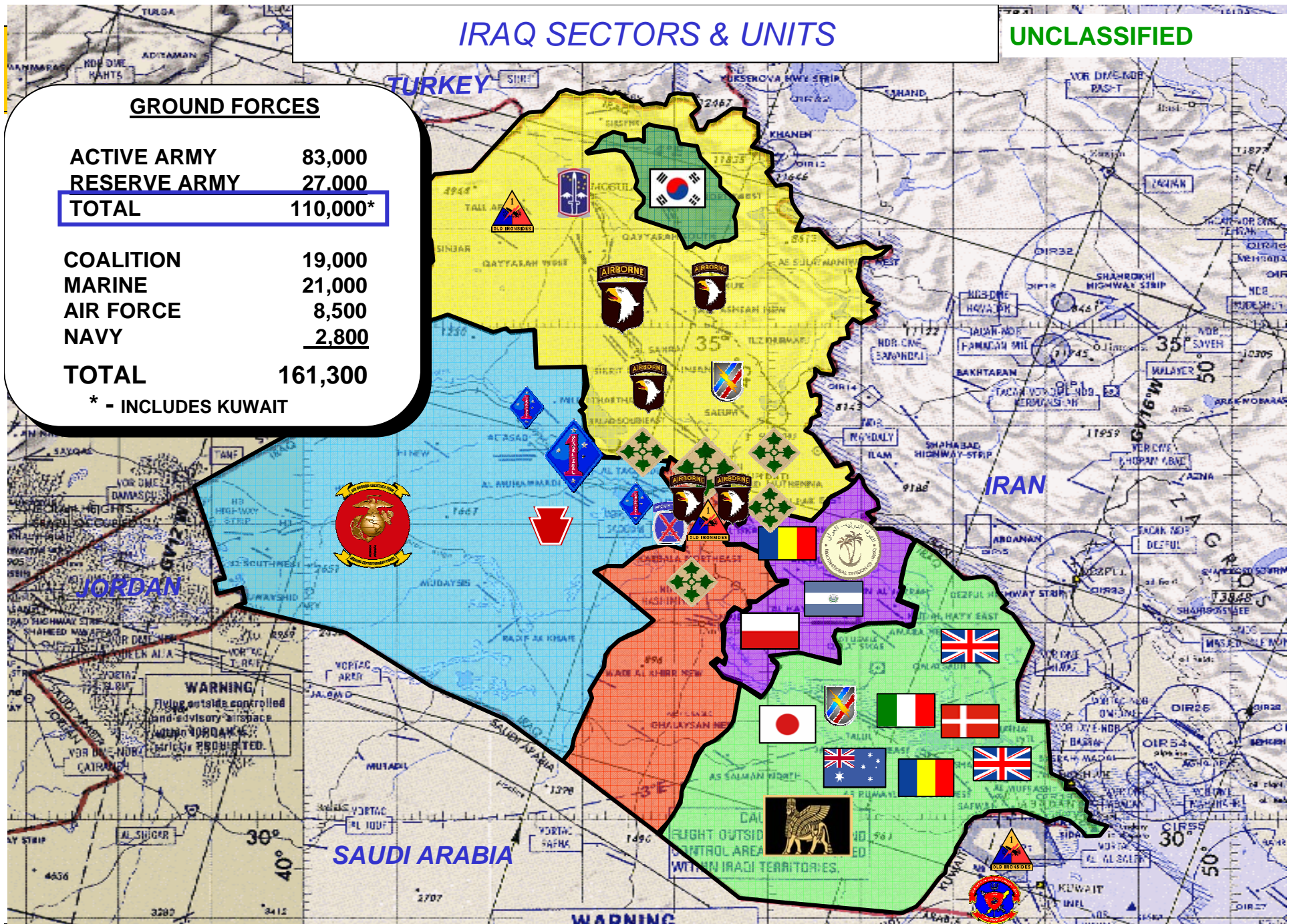
GROUND FORCES

ACTIVE ARMY	83,000
RESERVE ARMY	27,000
TOTAL	110,000*

COALITION	19,000
MARINE	21,000
AIR FORCE	8,500
NAVY	<u>2,800</u>

TOTAL 161,300

* - INCLUDES KUWAIT



Iraqi Army Battlespace

UNCLASSIFIED

MND-N

- 1 x BDE
- 6 x BNs

MNF-W

- 1 x BDE
- 7 x BNs

MND-BAGHDAD

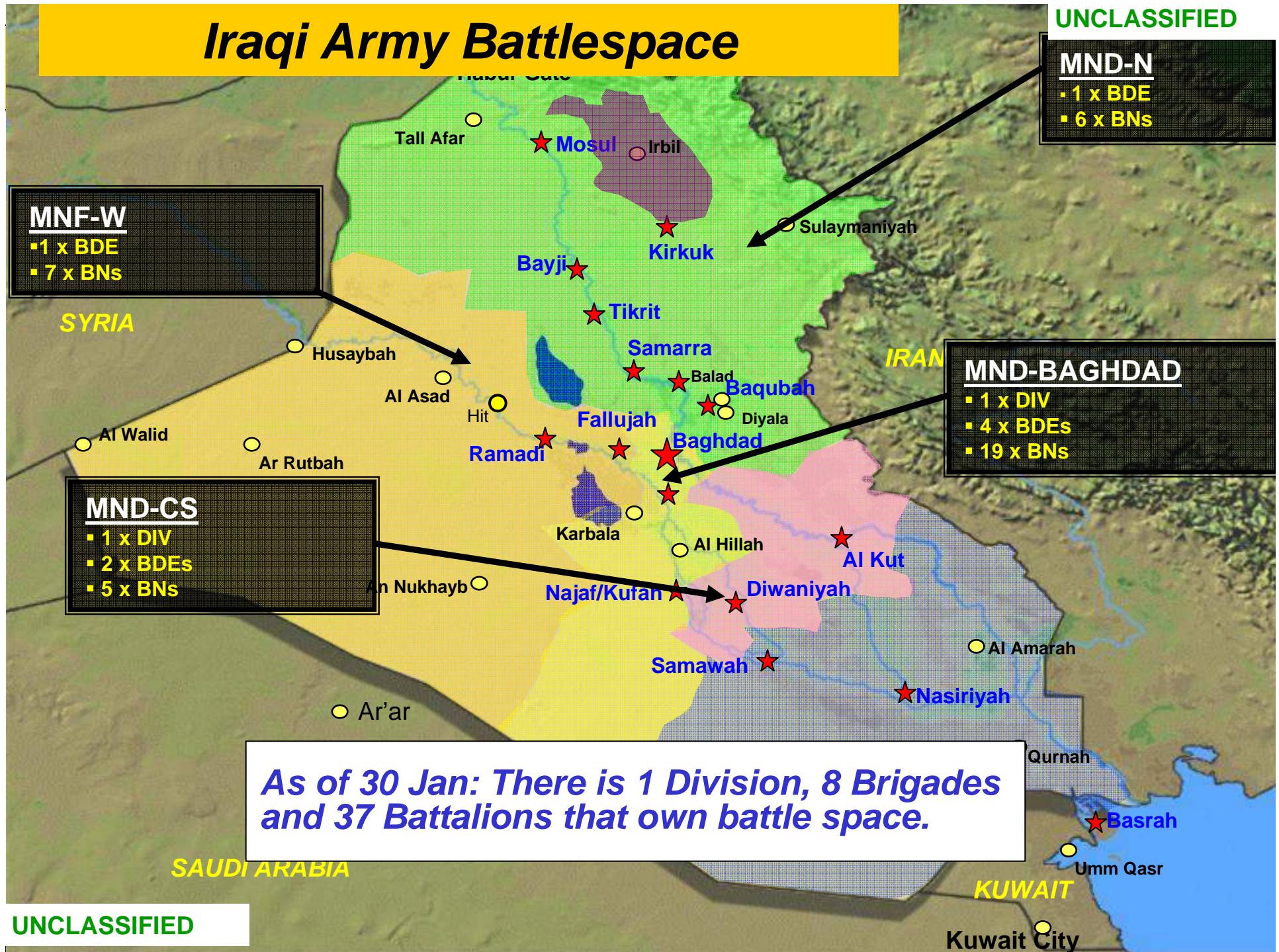
- 1 x DIV
- 4 x BDEs
- 19 x BNs

MND-CS

- 1 x DIV
- 2 x BDEs
- 5 x BNs

As of 30 Jan: There is 1 Division, 8 Brigades and 37 Battalions that own battle space.

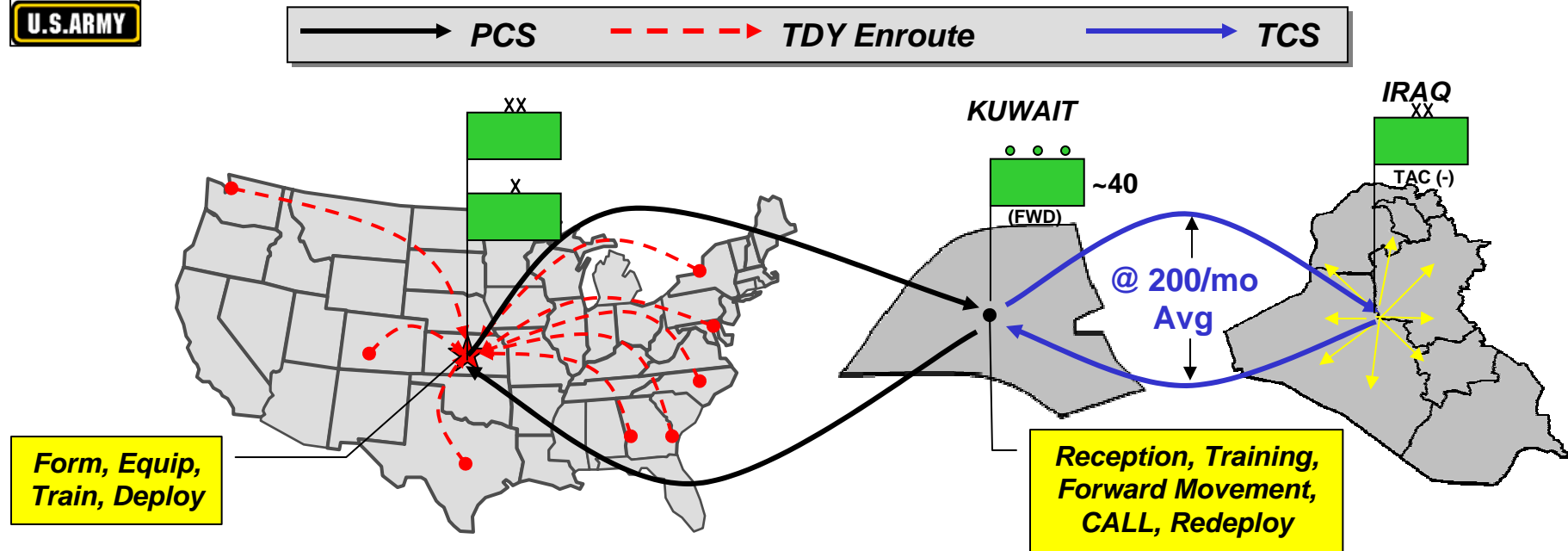
UNCLASSIFIED





U.S. ARMY

Transition Team Emerging Strategy



- Emerging concept will place a Division Commander in charge of Transition Teams
- The Consumer and the Provider “wear the same patch” and are able to quickly respond to challenges, concerns, and lessons learned from theater

FY06 Personnel Sourcing

OIF: 1906

OEF: 4526

Total: 6432

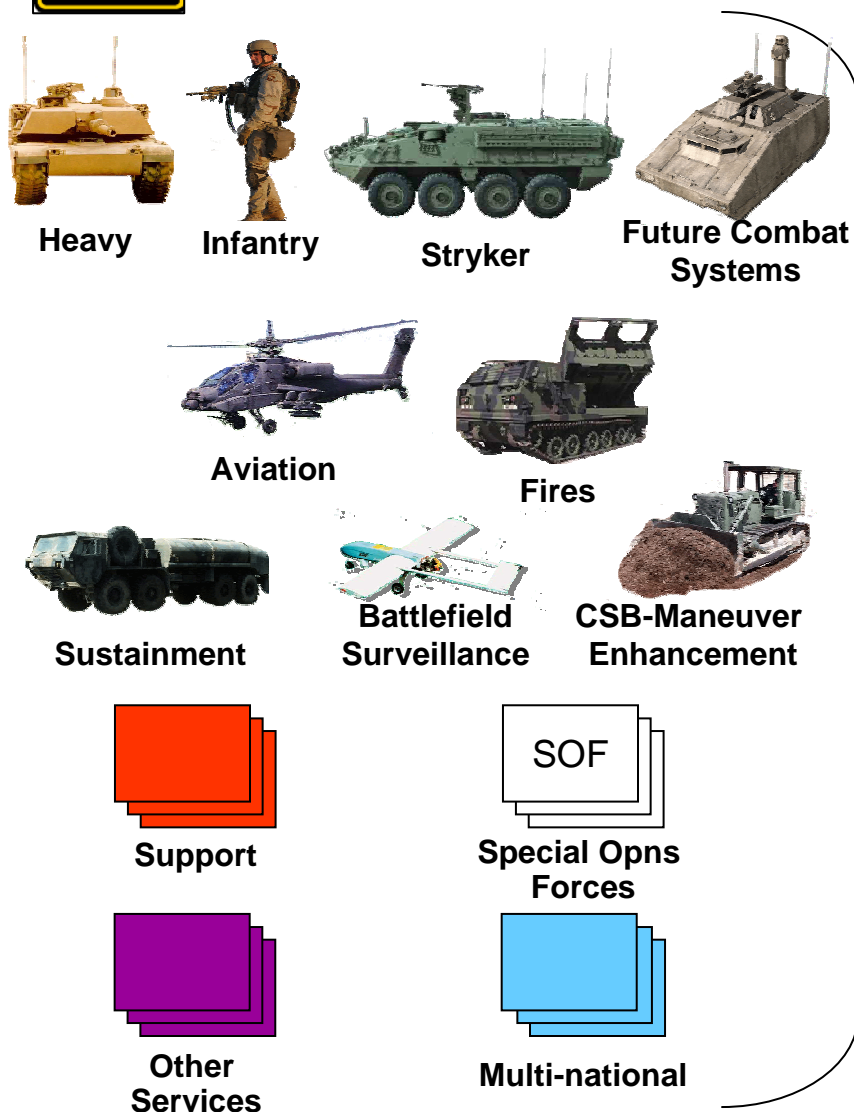


Road Ahead

- Modularity-Full Spectrum Forces
- Modernization-FCS
- Force Stationing
- Rebalance the Force/Grow Special Operations Forces
- Adapting Army Training



ORGANIZATION: THE ARMY MODULAR FORCE



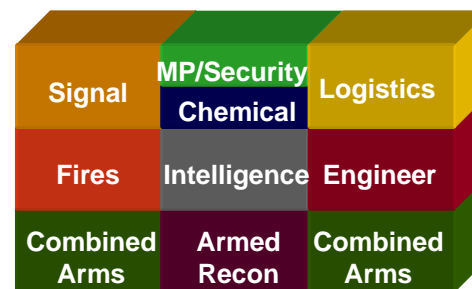
Headquarter(s) & Command Posts



Tailored Land Forces for Regional Combatant Commanders

X

Brigade

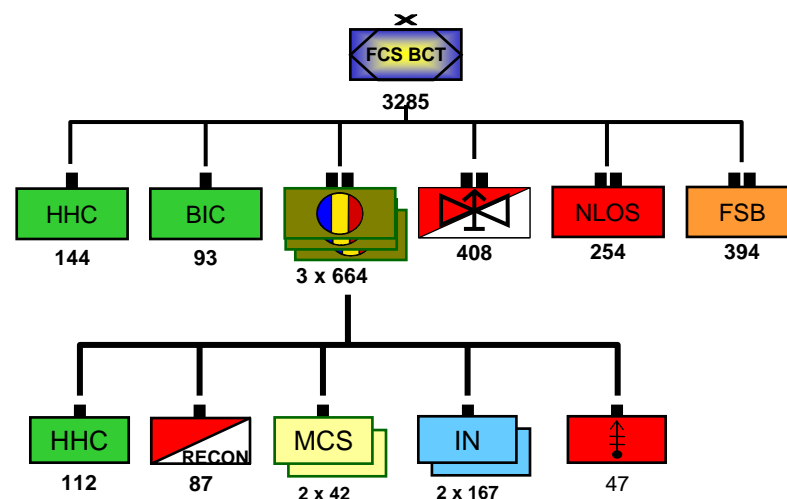
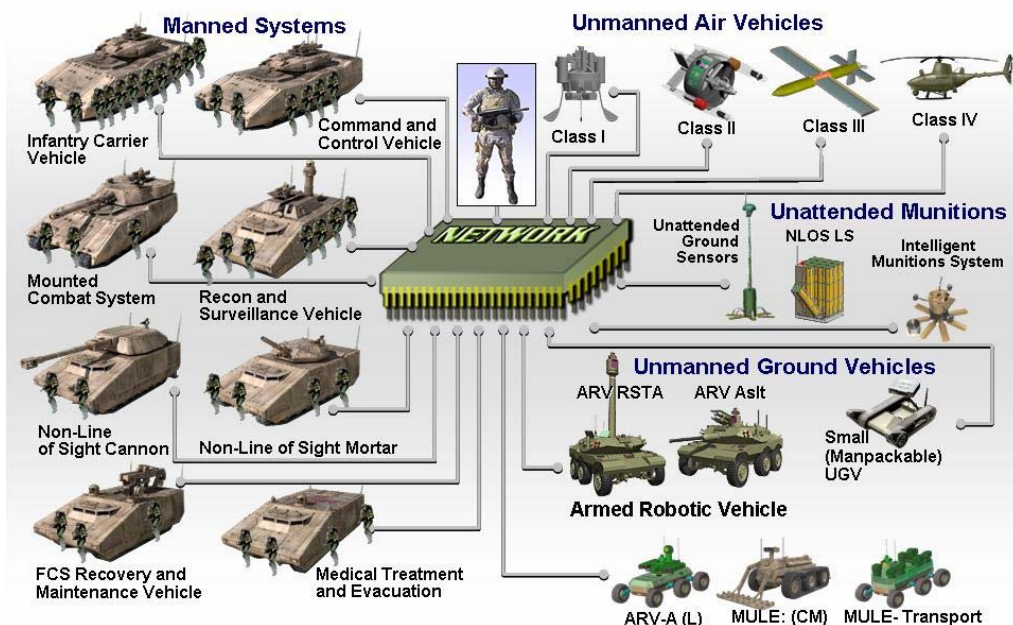


... and modular multi-functional Support Brigades





MATERIEL: FUTURE COMBAT SYSTEMS

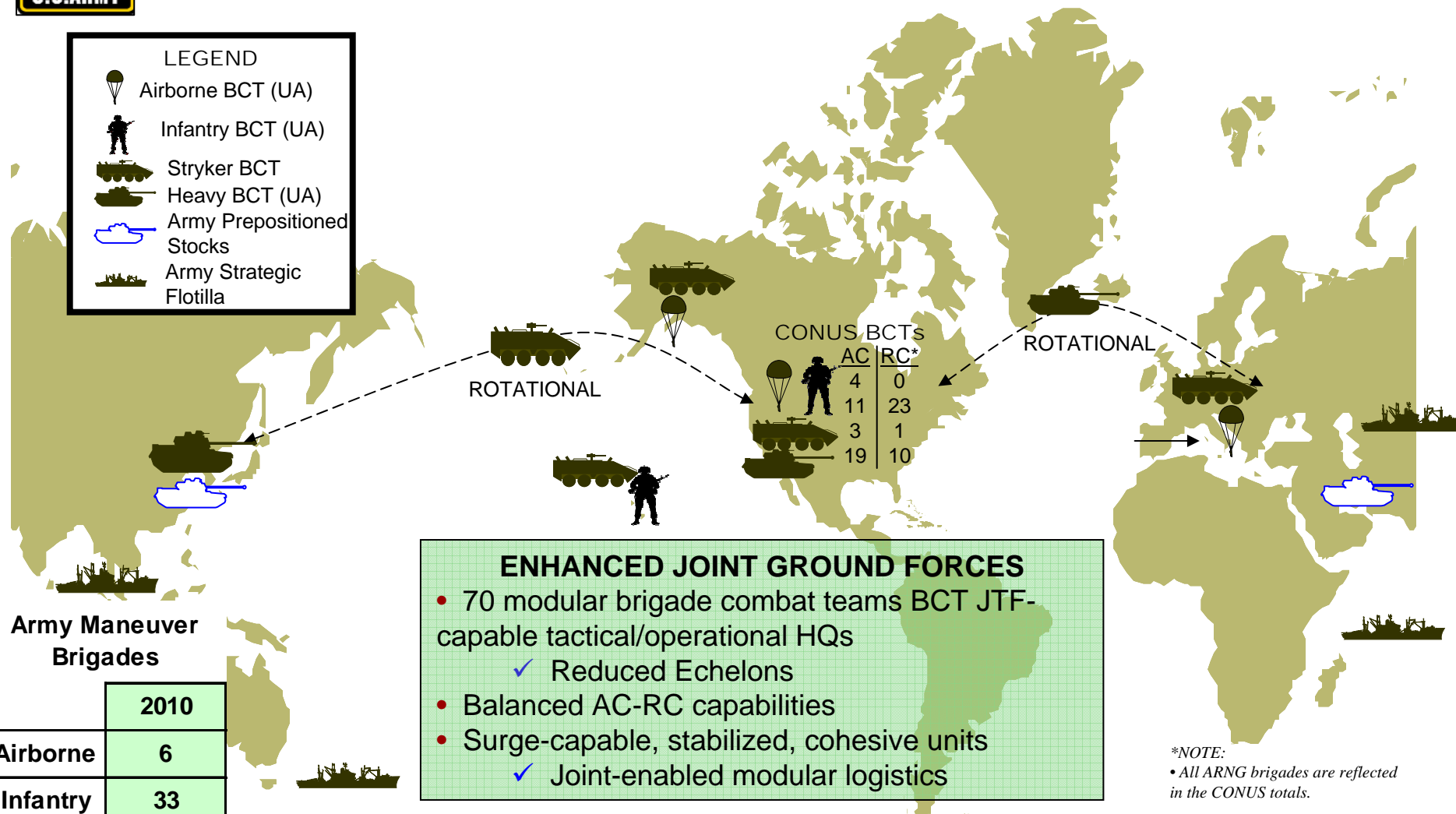
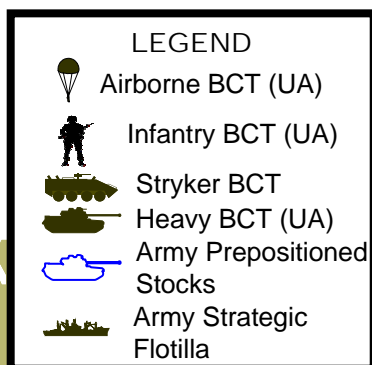


- FCS are highly integrated structure of manned and unmanned, air and ground assets, bound by a distributed network to act as a unified combat force.
- FCS are the basic building block of the Future Force and the Brigade Combat Team.
- FCS KPPs: Network-Ready, Networked Battle Command, Networked Lethality, Survivability, Transportable, Sustainable/Reliable, Training



U.S. ARMY

Force Stationing



Army Maneuver Brigades

	2010
Airborne	6
Infantry	33
Stryker	7
Armor	24

Globally postured for rapid deployment of joint-enabled, expeditionary ground forces to conduct and sustain full-spectrum operations.



Adapting Army Training

Individual Training

- Warrior Tasks & Battle Drills (39 & 9)
- Increased Counter-IED training
- Increased Basic & Adv Rifle Marksmanship
 - Shooting more rounds
 - Must qualify wearing body armor
 - Convoy live fire from moving vehicles
 - Increased use of Engagement Skills Trainer
 - Eliminated foxhole firing
- Schools leveraging combat vets experience
- Combatives Training
- Battle drills in Stability and Support Operation (SASO) environment

Pre-Deployment Training

- FORSCOM requires all Soldiers & Leaders to be proficient in:
 - Warrior Tasks & Battle Drills
 - Counter IED tasks
 - Anti-terrorism awareness
 - Media awareness
 - Detainee operations
 - Cultural awareness & basic language
 - Short-range marksmanship
 - Convoy operations
 - Urban operations



Adapting Army Training

Combat Training Centers

- Shifted focus from high intensity, full-spectrum conflict to counter-insurgency training
- Integrating OIF/OEF lessons learned and Tactics, Techniques, and Procedures (TTPs)
- Replicating COE with walled compounds, villages & multi-lingual role players
- Integrating JIIM factors, e.g. Special Forces, local government actors, Non-governmental Organizations (NGOs)
- Mission-specific live-fire exercises
- Convoy live fire exercises
- Detainee operations
- Mounted & dismounted patrols in urban environment

CJRSOI Training

(Coalition and Joint Reception, Staging, Onward movement and successful Integration)

- Upon arriving in theater, units receive additional training in:
- Counter IED TTPs including multiple mounted & dismounted practice lane training
- Route reconnaissance
- Escalation of force training to reinforce Soldiers' and Leaders' ability to apply force judiciously and prudently

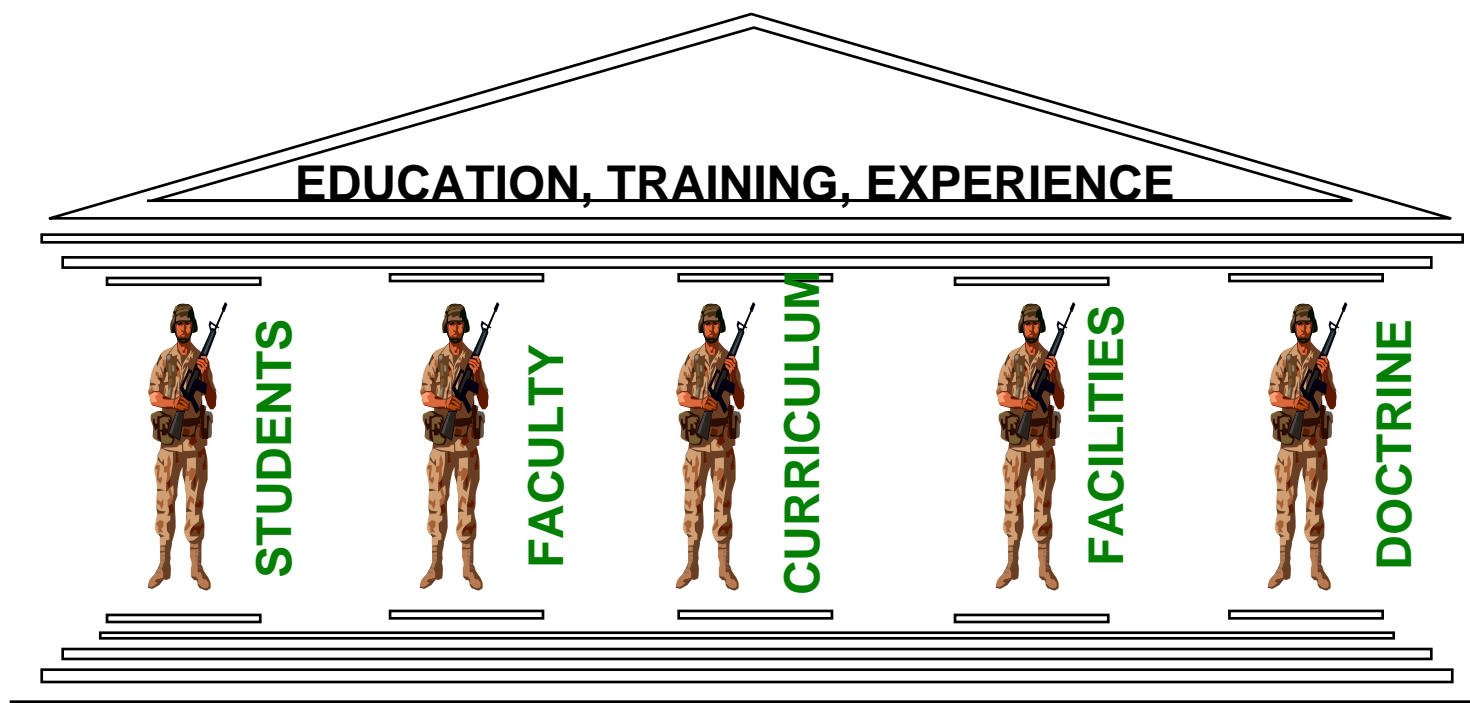


University of Foreign Military and Cultural Studies

“Red Team University”

Mission

Provide the education, training, and practical experience to enable a force-wide understanding of decision making under conditions of strategic and operational uncertainty





An Army of One

***Project on Special
Operations and Special
Operations Forces
(POSOF)***

March 14, 2006

Why CSIS established a Project on Special Operations and Special Operations Forces

- **On 1 December 2005, the Center for Strategic & International Studies (CSIS) launched the Project on Special Operations and Special Operations Forces (POSOF) to focus future debate on critical issues in the Special Operations Community.**
 - Special Operations Forces (SOF) have become an increasingly stressed force and debate will continue as to the proper use of this valuable national asset.
- **CSIS believes that the demand for SOF and special operations capabilities is not likely to ease, given the trend toward irregular warfare taken by our adversaries.**
 - CSIS hopes to facilitate and contribute to debates on Special Operations and SOF at the strategic level, involving both policy substance and policy process, and the interplay between operational-level concerns and policy.
 - CSIS intends to focus on the organizational components by addressing roles and missions issues, both within the SOF community and between it, the rest of DoD and the USG.

POSOF Funding

- **Tom O’Gara, President and COE of the O’Gara Company, which includes several companies that provides equipments to SOFs, provided a donation of \$150-\$200K annually for the next 4 years as seed money for building a small component for analyzing and facilitating a debate on issues involving SOF.**
 - Intend to establish a small cell (3-5 personnel) to address SOF issues at the strategic and national policy level, with a special emphasis on roles and missions and organizational reform.
 - Seeking additional private donations to fund the hiring of necessary staff analysts (preferably former O-5/O-6 level SOF).
- **Current staff involvement:**
 - Co-directors are: Kurt M. Campbell, senior vice president of CSIS and director of the International Security Program; Clark A. Murdock and Michele Flournoy, both senior advisers at CSIS. Marsha Lewis will serve as the project coordinator.
 - Initial funding permits:
 - hiring of a part-time O'Gara fellow, and
 - hosting of the first annual CSIS conference on Special Operations issues (including commissioned papers).

POSOF Study Agenda on Special Operations and Special Operations Forces

- **POSOF's near-term substantive agenda:**

- ***Beyond Cohen-Nunn: A New Era in Special Operations (BC-N)***. In a fashion similar to the on-going BG-N study effort, BC-N will address fundamental organizational issues (including Title 10 roles and missions issues) on how DoD and USG meet the growing demand for special operations capabilities.
- ***Roles and Missions for SOF***. Recent experience in how SOF were used in Afghanistan and Iraq, and the near certainty that the continuing demand for special operations capabilities will exceed the supply of SOF capabilities raise important roles and missions at three levels – within the SOF community, between SOF and conventional forces (within DoD) and between DoD/SOF and the rest of the USG.
- ***Special Operations & Implementation of the 2006 QDR***. The QDR detailed specific goals for future Special Operations Forces including further increasing capability and capacity to conduct low-visibility, persistent presence missions and a global unconventional warfare campaign. Assessing the implications of these recommendations on the special operations community and monitoring implementation will be a near-term focus.
- ***Intelligence and Special Operations***. The recent debate over how the USG should organize for 21st intelligence collection, analysis and distribution did address the interaction between CIA and DoD in planning and conducting covert and clandestine operations (respectively) and organizational “seams” at the department level. Given informal and impressionistic reports from the field in Iraq that SOF units have generated eighty percent of the actionable intelligence in Iraq, the role of SOF, particularly its fusion of intelligence collection and operations, needs far more attention.

POSOF Activities in 2006

CSIS will host an annual conference on timely SO/SOF issues and convening a regular series of events, from policy breakfasts to high-level working group sessions.

– *During FY2006, POSOF will:*

- host its first annual conference in September/October 2006
- convene bi-monthly policy breakfasts in the DC area;
- establish a Board of Advisors consisting of POSOF sponsors, prominent government and non-government officials, and other SOF experts; as well as
- start analyzing roles and missions issues both within and beyond the SOF community.

POSOF Conference

- **Conference Concept:**

- Full-day conference (80-100 participants) with keynote and luncheon speakers, in addition to morning and afternoon panels.
 - Speakers at highest level of SOF community (USSOCOM Combatant Commander, Assistant Secretary for Special Operations/Low-Intensity Conflict, etc); or senior DoD officials including the Secretary or Deputy Secretary of Defense, Chairman and Vice Chairman of the Joint Staff.
 - Panels consisting of SOF experts, commissioned presentations by leading subject matter experts, and papers by CSIS analysts.
- Preceded by a private dinner hosted by CSIS consisting of POSOF supporters and members of the POSOF Board of Advisors (government and non-government members).
- Proceedings will be published as a monograph.

Why partner with CSIS?

- **CSIS, a non-partisan, independent public policy center with extensive national and international connections, brings several distinct competencies to this POSOF initiative:**
 - A world-class ability to conduct pragmatic analysis to address national and international security problems. Most of the work on SOF issues is at the tactical and operational level; much more is needed at the strategic and national policy level.
 - An exceptional capacity for identifying problems in how DoD and the U.S. Government (USG) are organized and in finding actionable, practical solutions.
 - CSIS provided much of the analytic foundation for the path-breaking Goldwater-Nichols Defense Reorganization Act of 1986, and
 - CSIS recently drafted *Beyond Goldwater-Nichols: USG and DoD Reform for a New Strategic Era* Phase 1 (March 2004) and Phase 2 (July 2005); these reports have been widely praised and circulated at the most senior levels of government.
 - A superior ability to build networks across institutional “stovepipes” and to convene relevant senior-level government officials, military officers and subject-matter experts in policy-relevant forums.
 - For example, CSIS launched the Project on New Alternatives to Russian Security (PONARS) and the Project on Nuclear Issues (PONI) to create networked communities of young professionals to stimulate debate and generate new ideas in their respective fields.

Points of Contact

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Co-Director, POSOF

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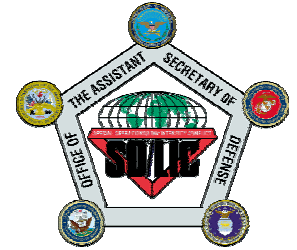


Defense Perspectives: The War on Terrorism

**Thomas W. O'Connell
ASD/SOLIC**



A Nation at War



- Election Approaching



- Resources constrained



- Public Opinion – Less Certain





A Nation at War



- **Fighting two COINS/
Shooting Wars**
- **Trying to transform
force**
- **Cold War Authorities
and Mindset**





A Nation at War

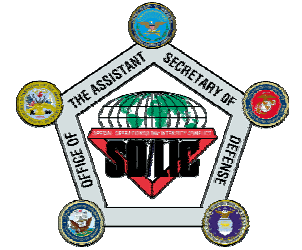


- Ever increasing hostile media (Domestic)
- Openly Hostile Foreign Media
- Energy uncertainty





A Nation at War

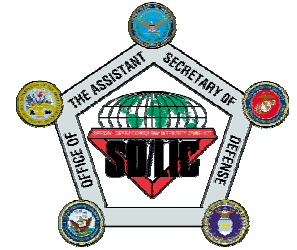


- **Pandemic uncertainty**
- **Growing Islamic population growing in frustration**
- **WMD within constant reach of the enemy**





A Nation at War

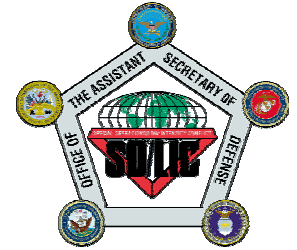


- An enemy adept at information technology tools
- War in Iraq and Afghanistan will foster view that USA is anti-Islamic
- Enemy's perspective of a circa 1500 caliphate is real





A Nation at War



- **Al Qa'ida has stated their four major objectives (all are clear and resonate within the Islamic World)**
- **Moderate voices not calling out**
- **New Intel Laws – New Organizations**
 - **SOCOM's CSO**
 - **JIOCS**





Stability Operations



The Global War On Terror: Section 1206 and DoD Directive 3000.05



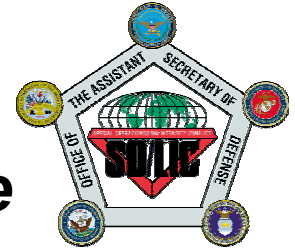
Global War on Terrorism: A War Unlike Any Other



- In the war on terrorism, our enemies operate globally from:
 - States in which we have active military operations.
 - States that are not at war with us.
 - Ungoverned areas such as failed and failing states.
- While the U.S. has the finest military forces in the world, many GWOT tasks can be accomplished better by and with partner nations because they know the local geography, language, and culture.
- Building partnership security capacity enables our partners to:
 - Disrupt terrorist and criminal activity.
 - Meet common threats.
 - Fight alongside of us or instead of us.



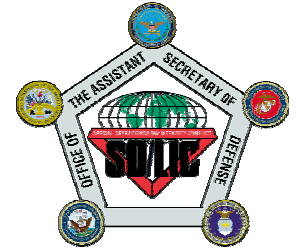
Building Partnership Capacity: Cold War Tools Are Outdated and Inflexible



- Existing Cold War tools for building partnership capacity were primarily designed for:
 - Increasing U.S. influence in countries, rather than building their capacity to contribute to the defeat of a common enemy.
 - Building forces to defend against a conventional threat.
 - Measuring quantities of equipment sold and men trained, rather than tangible contributions to U.S. national security.
- We needed to solve problems such as those encountered in previous training and equipping, e.g.:
 - Georgia forces in counter-terrorism: Seven different train and equip authorities and funding sources stitched together
 - Mauritania: This Muslim-majority GWOT partner requested assistance disrupting an Al-Qaeda-linked terrorist organization. It took almost two months to reconcile U.S. authorities -- severely limiting the scope and effectiveness of operations.



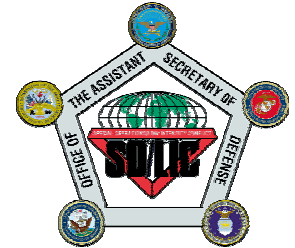
Section 1206 Authority: How We Got It



- **President's GWOT and larger national security strategy.**
- **SecDef**
- **Combatant Commanders**
- **Unprecedented collaboration between Secretaries of Defense and State**
- **Lengthy negotiations on the Hill**



Section 1206 Authority: What It Does and Does Not Do



- **Section 1206 *does*:**
 - Give DoD a 2-year \$200M (per year) train and equip authority.
 - Require that DoD jointly formulate programs and coordinate implementation with State.
 - Allow DoD to build the capacity of a foreign country's military forces to conduct time-sensitive:
 - A. Counter-terrorism or counter-terrorism WMD-proliferation operations; or
 - B. Stability operations in which US forces are a participant.
 - Require a Presidential review of the Foreign Assistance Act and Arms Export Control Act, due at the end of FY06 (SEP 06).
 - Expire on 30 September 2007 -- though could be renewed and even expanded if the Executive Branch demonstrates to Congress that it has been well used.
- **Section 1206 *does not*:**
 - Create a slush fund for State and DoD operations that are unlikely to build *enduring* security capacity.
 - Provide resources for Iraq or Afghanistan, whose training and equipping are provided by separate appropriations.
 - Provide appropriated funds – 1206 funds are drawn from DoD O&M accounts.



DoD Directive 3000.05: A Summary



- Directive 3000.05 defines stability operations as military and civilian activities across the spectrum from peace to conflict to establish or maintain order in states and regions.
- Tasks DoD to:
 - **Accord stability operations priority comparable to combat operations.**
 - **Incorporate stability operations into all aspects of operational planning.**
 - **Develop stability operations exercises and training.**
 - **Create joint doctrine for stability operations.**
 - **Involve U.S. Departments and Agencies, international organizations, non-governmental organizations, and private sector entities in DoD planning, training, and exercises.**
 - **Designate senior military officers in the Services and Geographic Combatant Commands to lead stability operations activities.**
 - **Develop a variety of military-civilian team concepts (based on the PRT model) to employ in future stability operations.**



DoD Directive 3000.05: What It Does and Does Not Do



DoD Directive 3000.05 *does*:

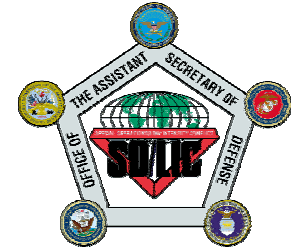
- Establish DoD policy for stability operations.
- Call on the Department to create stability operations *capabilities*.
- Assign responsibilities to DoD components for building capabilities.
- Give the SecDef metrics and a reporting system to track whether and how those capabilities are being created over time.

DoD Directive 3000.05 *does not*:

- Make programmatic, funding, or force structure decisions.
- Supercede the efforts of State's Office of the Coordinator for Reconstruction and Stabilization (S/CRS) and other parts of the USG to develop their capabilities.
- Describe how to conduct stability operations or call for particular operational decisions.



Special Operations and Combating Terrorism



Threat Finance



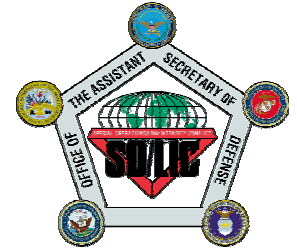
Threat Finance: Strategy



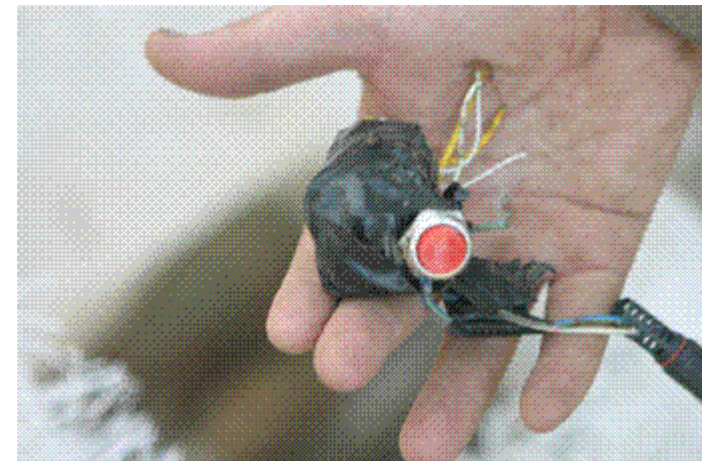
- Newly forming issue area in DoD. Broad Threat Finance (TF) community in DoD taking shape, focused on *FININT: financial network intelligence*. Full transparency and coordination with interagency.
- References to disrupting terrorist finance found in multiple strategy documents:
 - National Security Strategy
 - National Strategy for Combating Terrorism
 - National Military Strategic Plan for the War on Terrorism
 - GWOT Campaign Plan cites TF as a major strategic objective
- SOLIC has prepared a draft DoD Directive on Threat Finance:
 - *Establishes* policy, roles and responsibilities, but requires no new authorities.
 - *Defines* TFE as DoD activities, including in support of interagency, ***to detect, collect and process information on, and to target, disrupt or destroy*** financial systems and networks, which support activities that threaten U.S. interests
- We call it Threat Finance, instead of Terrorist Finance, to underscore application of our tools beyond the Foreign Terrorist Organization list, e.g., Iraq insurgency.



Threat Finance: Activities



- Applying Threat Finance tools to problem sets in Iraq and other high threat theaters.
- Every Combatant Command is organizing a threat finance function.
 - CENTCOM: Led with development of its Threat Finance Exploitation Unit.
 - SOCOM now also playing a key synchronization role.
- *Ours is not to follow the money per se, but to use FININT to support our tactical operations and strategic goals.* Examining, for example, applying these tools to such problems as IED networks.
- IED Cell leader runs a logistics and supply chain, each step of which is funded:
 - Recruitment, bomb maker, surveillance team, bomber, emplacement team, security team, documentary team
 - Bomb making materials, cars, vests
- Can the TFE community help?





Questions/Discussion



SPECIAL FORCES DEPARTMENT
GENERAL STAFF - POLISH ARMED FORCES (PAF)



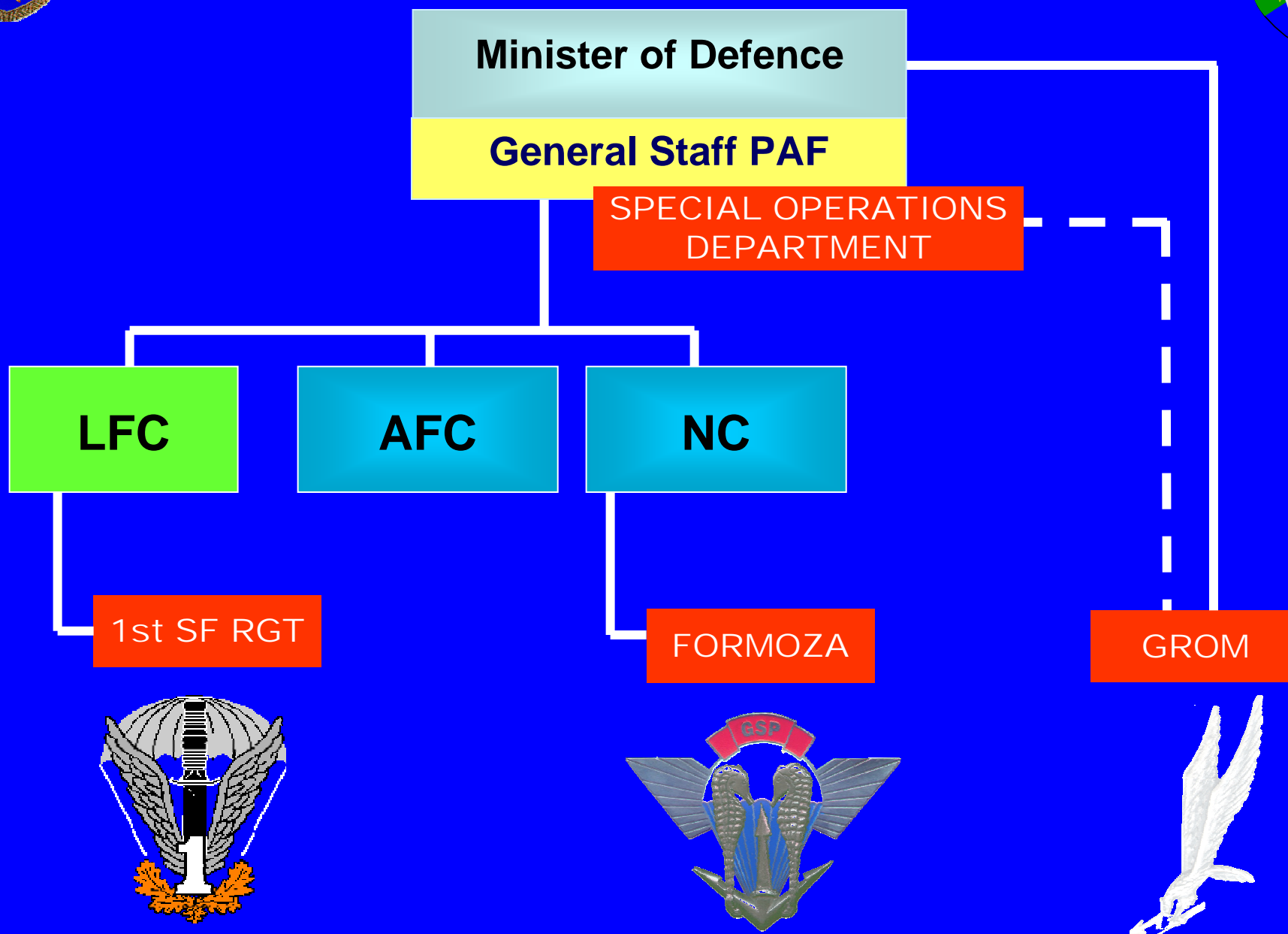
PERSPECTIVE ON POLISH INTERAGENCY OPERATIONS

DEPUTY CHIEF OF SFD
COL Marek OLBRYCHT

March 2006



POLISH SOF - CURRENT STATUS





POLISH SOF - CURRENT STATUS



„BLACK AND GREEN TACTICS”

GROM



“GREEN AND BLUE TACTICS”

**1st SF RGT
FORMOZA**



MILITARY ASSISTANCE (MA)

ALL POL SOF UNITS



www.komandos.dit.pl



POLISH SOF - INPUT TO GWOT



MAIN EVENTS

OPERATION IRAQI FREEDOM (OIF)

GROM

FORMOZA

1st SF RGT

OPERATION ENDURING FREEDOM (OEF)

GROM

FORMOZA

1st SF RGT

OPERATION ACTIVE ENDEAVOR

FORMOZA



POLISH SOF - COMMON TRAINING (2006-2007)



INTERNATIONAL MILITARY EDUCATION & TRAINING (IMET)

COUNTERTERRORISM FELLOWSHIP PROGRAMME (CTFP)

OTHER (MAIN COURSES)

NATO COMBINED JOINT FORCES SPECIAL OPERATIONS
COMPONENT COMMAND STAF TRAINING

NATO SPECIAL OPERATIONS AIR PLANNING COURSE

JOINT TERMINAL ATTACK CONTROLLER/AIR LIAISON
OFFICER QUALIFICATION COURSE

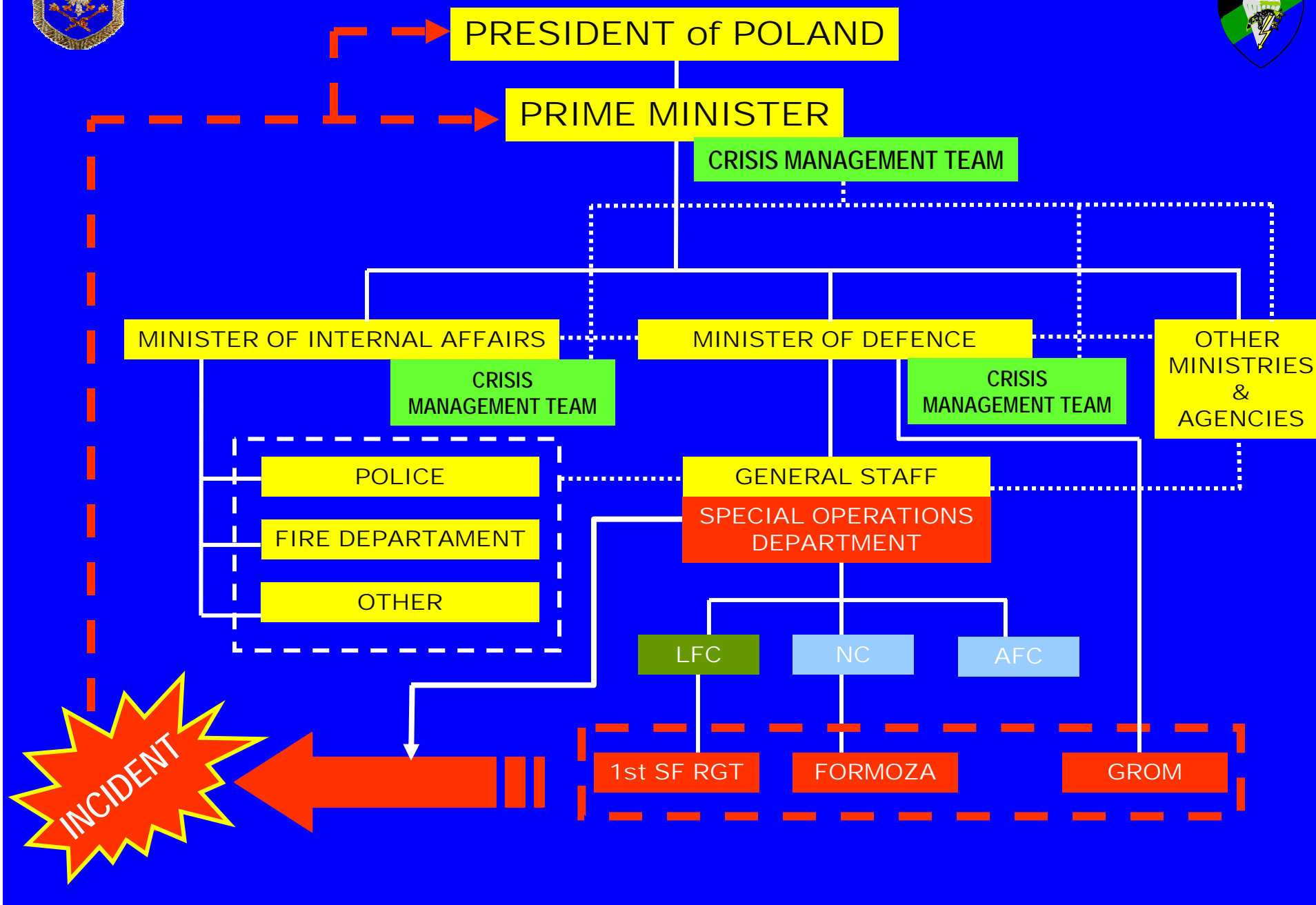
2006: ~ 21 PAX
~ 200.000 USD

PLANNED
2007: ~ 60 PAX





POLISH SOF - INTERAGENCY COOPERATION





POLISH SOF - WAY AHEAD



STRATEGIC PARTNER - US SOF

2005 - 2006

SPECIAL OPERATIONS
DEPARTAMENT



~ 2007

SPECIAL OPERATIONS
COMMAND



SOF PERSONNEL DEVELOPMENT

C4I DEVELOPMENT

SOF UNIT TRAINING

CS & CSS IMPROVEMENT



POLISH SOF - MILESTONES



2005

2006

2007

2008

2009

2010

SOD → SOCOM

PERSONNEL & STAFF CADRE
EDUCATION

C4I DEVELOPMENT & SOF UNIT TRAINING

CS & CSS IMPROVEMENT





*THANK YOU
FOR YOUR ATTENTION*

FROM SCIENCE TO SOLUTIONS™



Large Industry Requirements from
Small Business Contractors
for Combating Terrorism

Tofie Owen
703-676-7003
March 14, 2006

Overview

- I. SAIC Highlights
- II. Scope of Global War on Terrorism
- III. Areas of Focus
- IV. Doing business with SAIC
- V. Summary

SAIC Profile

Our Vision

Be a leading systems and solutions company, solving our customers' most important business and mission-critical problems through innovative applications of technology and domain knowledge

"From Science to Solutions™"

Our Values

- Driven by quality and customer satisfaction
- Committed to the highest standards of ethical behavior and professional integrity
- Built by excellent people and team effort
- Focused on technical growth
- Motivated by employee owners
- Energized with an entrepreneurial spirit

Our Successes

- More than 3 decades of continuous revenue growth
 - \$7.2 billion in annual revenues for FY05
 - FORTUNE 500® company - #276
 - 15.5% revenue CAGR over last 5 years
- Superb staff of qualified professionals
 - More than 43,000 personnel worldwide
 - 11,000 employees with advanced degrees
 - 20,000 with security clearances
- Key positions on programs of national importance
 - Including DoD transformation, border security, intelligence analysis, cancer research and other national priorities
- Leading provider of contracted R&D services

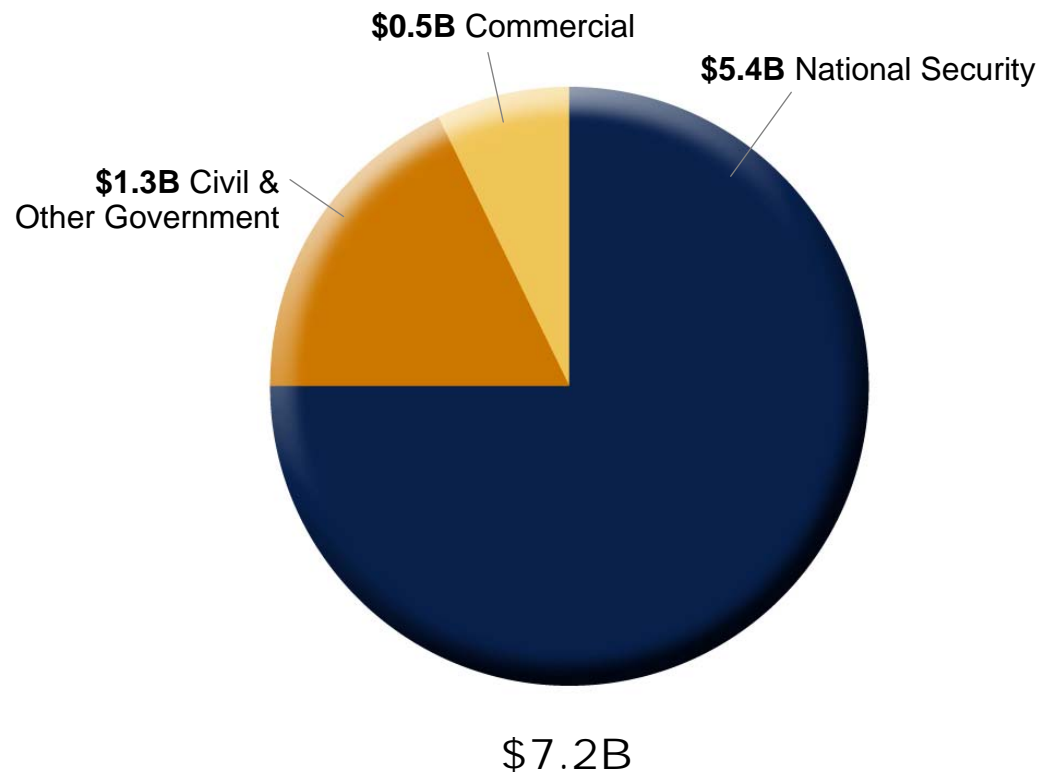
SAIC Business Overview

Core Competencies

- Systems Engineering and Integration
- Information Technology
- Professional Services
- Telecommunications
- Research and Development
- Logistic and Product Support

Competitive Strengths

- Customer intimacy model leads to in-depth understanding of customer missions
- Our reputation as an “honest broker”
- Our reputation for succeeding on the tough jobs
- Breadth and depth of technology expertise second to none
- Proven management track record
- Proven best practices, technologies and systems



Global War on Terrorism

- Immediate focus is on Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF)
- Bigger Picture – Total Global War on Terrorism
 - ◆ Nation at war ~ Prepare for extended conflict
 - ◆ Move from conventional type of warfare to asymmetric
 - ◆ Execute for the “today” conflict, plan and prepare for the “next wave”

*Our ability to succeed requires “thinking outside the box”
and truly embracing the concept of partnerships*

Focus Area

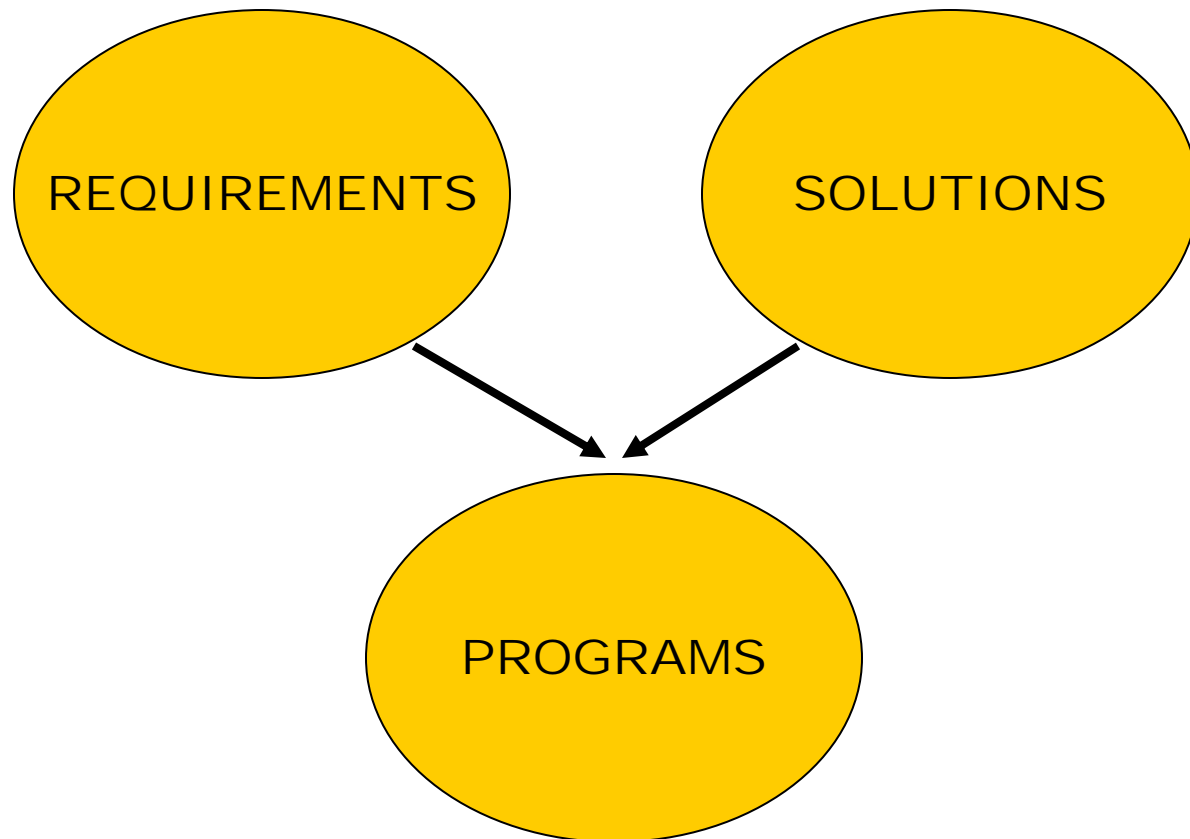
PRESENT

- Protect

PRESENT TO FUTURE

- Deter
- Detection
- Tracking and locating
- Denial
- Protect
- Defeat

Reality



Doing Business with SAIC

■ Entrees

- ◆ Contacts with individual groups
- ◆ Sr. VP for Corp Development (SB) *G. Otchere*

■ Teaming Considerations

- ◆ Niches / Capabilities
- ◆ Reliability and speed-to-field are critical
- ◆ Customer Knowledge
- ◆ Past Performance
- ◆ Market
- ◆ Customer Requirements
- ◆ Cost competitive

Summary

- GWOT is a complex, multidimensional problem
- Large industries don't have the total answer
- Need
 - ◆ Options for each phase
 - ◆ Time span ~ immediate, short-term, mid-term, long-term
- Risks in solutions as there are in the dangers we face
 - ◆ Accept reasonable risk
 - ◆ Need to be realistic
- Success depends upon accepting and implementing a true partnership across government, industry (large & small) and academia

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Sue C. Payton

***Deputy Under Secretary of Defense
Advanced Systems & Concepts***

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***Advanced
Systems
& Concepts
for the***

Global War on Terrorism



**17th Annual NDIA SO/LIC
Symposium & Exhibition**

March 2006

Mission...

Why we come to work every day



*We find, demonstrate, transition, and transfer
the best operational concepts and technology solutions
for transformational, joint & coalition warfare problems*

Swedish
bunker buster
system fired
from confined
spaces, used in
Afghanistan
and Iraq.



Real Solutions for Real Problems

It's all about... Innovation !



"No flying machine will ever fly from New York to Paris."

- Orville Wright.

"Airplanes are interesting toys but of no military value."

- Marshal Ferdinand Foch [Professor of Strategy, Ecole Superieure de Guerre]
(circa 1911)

Supreme Commander of Allied forces, 1918

"Airplanes suffer from so many technical faults that it is only a matter of time before any reasonable man realizes that they are useless!"

- Scientific American (1910)

"Even if a submarine should work by a miracle, it will never be used. No country in this world would ever use such a vicious and petty form of warfare!"

- William Henderson, British Admiral (1914)

"Radio is just a fashion contrivance that will soon die out. It is obvious that there never will be invented a proper receiver!"

- Thomas Edison

"Many innovations require a lengthy period of many years from the time when they become available to the time when they are widely adopted. *Therefore, a common problem for many individuals and organizations is how to speed up the rates of diffusion of an innovation.*"

— Everett M. Rogers, *Diffusion of Innovations* (1995)

Vision...

AS&C Process Development Plan



Goals:

- *Employ diversified programs to speed discovery, development, and delivery of advanced technology and concepts for improved military capabilities*
- *Partner with DoD Acquisition Activities, Industry and Coalition elements to provide the best affordable capabilities to Joint and Coalition warfighters*
- *Balance “try before you buy” experiments and demonstrations with “test to procure” initiatives*
- *Become a DoD Center of Excellence for Operationalizing Innovation – we know more about operationalizing innovation than anyone else in DoD*

AS&C Objectives...

Implementing the Plan



Enhance Combatant Commander options for integrated acquisition and employment of core military capabilities

Operationalize innovative solutions for the warfighter by:

- *Providing “on ramp” for industry innovation to the DoD*
- *Providing “off ramps” from S&T to industry & DoD Programs of Record*

Encourage efficient technology transition between the military and commercial market sectors

Maintain a non-parochial approach to finding the best operational concepts and technology solutions

Mitigating the Risks of Innovation & Transformation



Acquisition Processes

Joint Rapid Acquisition Cell

- ✓ Urgent, mission critical
- ✓ 120 days or less initial materiel or logistics solution

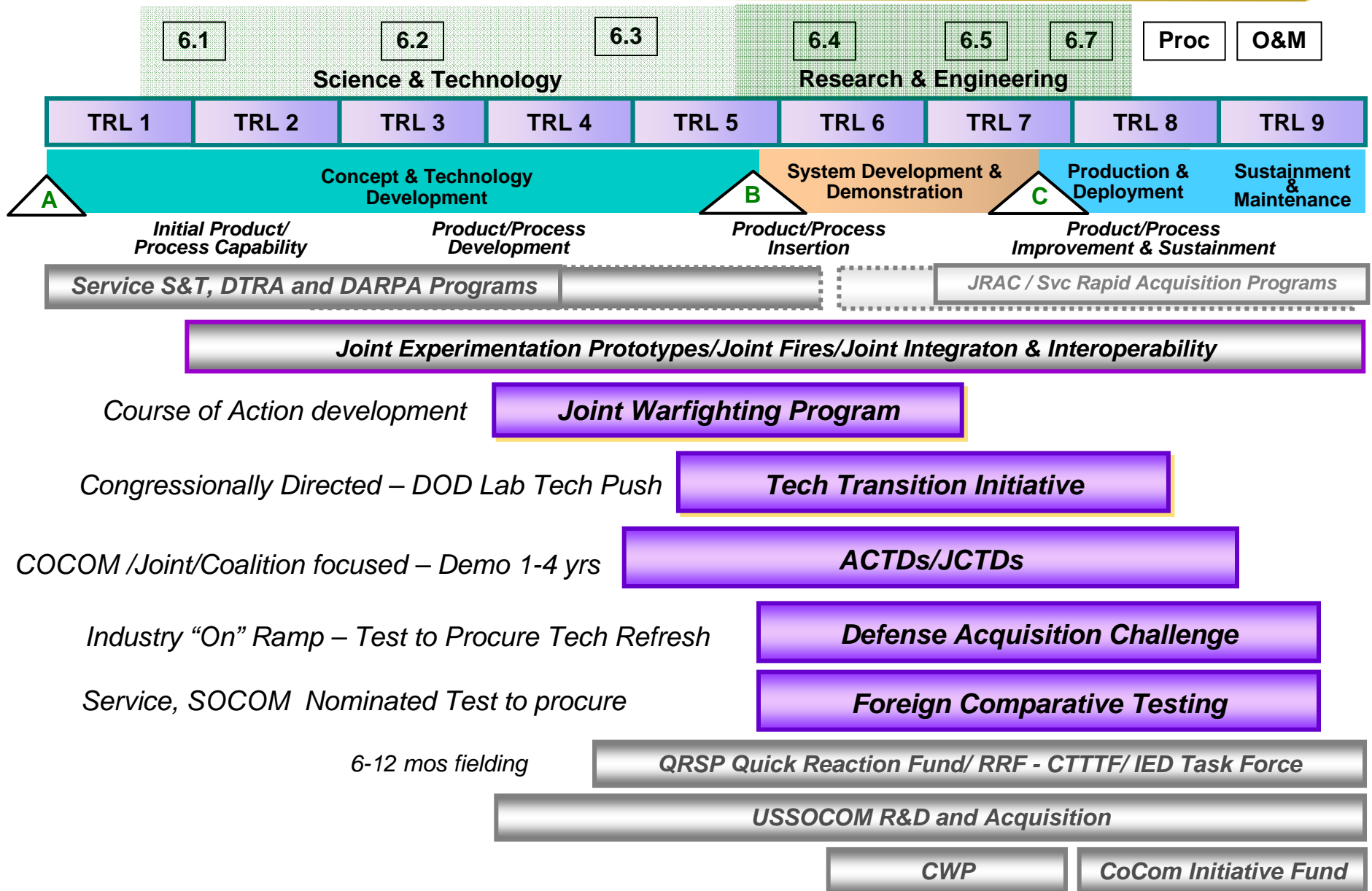
Agile Acquisition Process

- ✓ Attuned to CoCom timelines
- ✓ Well adapted for integrating joint solutions
- ✓ Rapid, responsive, flexible program
- ✓ Decentralized execution
- ✓ Transformation engine; innovation enabler
- ✓ Small, non-traditional business “on-ramp”
- ✓ “Try before you buy” cost control mechanism
- ✓ Spiral improvement generator

Deliberate Acquisition Process

- ✓ Optimized for delivery of complex systems
- ✓ Methodical oversight and synchronization
- ✓ Includes sustainment resources
- ✓ Well adapted to individual Service cultures
- ✓ Scalable for large-scale military solutions

Agile Acquisition Processes



AS&C Program Alignment: Military Capability Conceptualization to Delivery



AS&C Programs

Joint Warfighting Program

Joint Experimentation

Tech Transition Initiative

ACTDs

JCTDs

Foreign Comparative Testing

Defense Acquisition Challenge

Conceptualization

- Needs identification/lessons learned/assessment
- Tech push exploitation

Alternatives Development & Assessment

- Red Teaming
- Experimentation

Technical Concept Design & Development

- Prototyping

Functional Validation; Tailored Form/Fit/Function

- Demonstration
- DOTMLPF construct development and confirmation

Readiness & Suitability Confirmation

- Test & Evaluation
- Military assessment of utility

Transition to Procurement & Sustainment



Joint Warfighting Program



Joint Advanced Warfighting Program (JAWP)

- Independent analysis by IDA civilian staff analysts teamed with USJFCOM military officers in the Joint Center for Operations Analysis
- Critical near-real-time lessons learned, for example: OEF / OIF / Katrina support

DoD Adaptive Red Team (DART)

- Core team and tailored support from Subject Matter Experts (SME) as required
- Time sensitive and responsive to need
- Challenge conventional solutions, provide innovative perspectives on joint military missions and capabilities

Technology Feeder Support (TFS)

- Fund Joint Experimentation (JE) efforts nominated by major Combatant Commanders

Direct Support for Joint Combatant Commander Analysis Needs



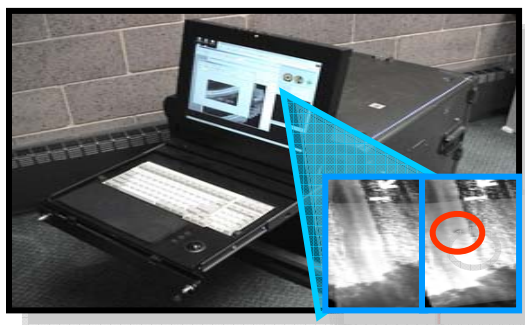
Supporting OIF Operations... Technology Transition Initiative

Automated Change Detection

Lab: Army CECOM;

Acceleration: 18-24 months

*Compares day-to-day changes; makes
IED detection easier, reduces false
alarms*

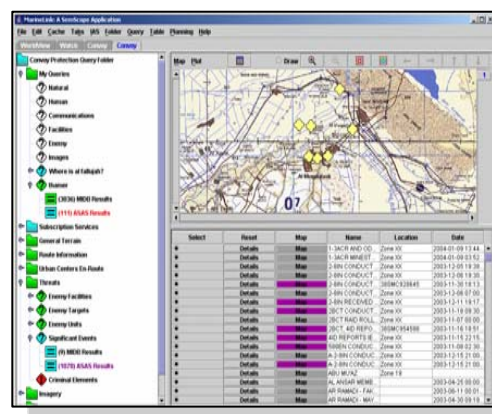


Water Pen Purification System

Lab: DARPA

Acceleration: 18-24 months

*Uses salt tablets and small lithium
camera batteries to purify water in
mobility/austere environments*



Semantic Web Network

Lab: NGA/Nat'l Tech Alliance,
ONR;

Acceleration: 24 months

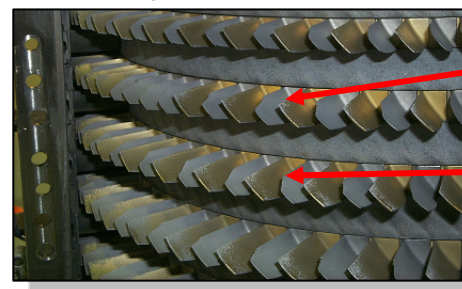
*Content routing system
incorporated Into MarineLink;
eliminates 4-5 hours of manual data
mining from various intel databases*

T-58 Compressor Blade Coating

Lab: FCT Source of Procurement

Acceleration: 24 months

*Titanium Nitride (TiN) coating doubles compressor life in
sand environment; projected to save \$10M in life cycle
costs through FY 2012*



TiN coated airfoil

Uncoated airfoil
with severely
eroded leading
edge

New Program – Fast Start Technology from Federal Labs



Meeting critical military needs with mature technology *Advanced Concept Technology Demonstrations (ACTD)*

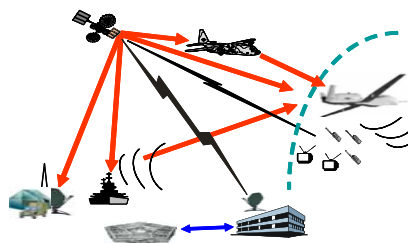
- ACTDs provide rapid method for fielding new, relevant joint operational capabilities
 - COCOMs are the Customer
 - Fills gap between pure “off the shelf” solutions and long term acquisition activities
 - Process bridges gap between scientist and warfighter
 - Project selection process tied primarily to annual cycle
- Final demonstration occurs 2–4 years after start
- Intended outcomes:
 - Determine if employment concept and technology solve problem – “try before you buy”
 - Rapidly transition technology to fielding and sustainment
 - Provide leave-behind technology: up to two years of Extended Utility Evaluation (EUE) support



Micro Air Vehicle for small units from MAV ACTD



Thermobaric Weapons will improve the capability to defeat military activities in tunnels.



The Psychological Operations (PSYOP) Global Reach ACTD will extend the range of PSYOPS info.



Improved explosive ordnance disposal from JEOD ACTD



Precision air delivery from JPADS ACTD

Recent ACTD Accomplishments

Epidemic Containment



Epidemic Outbreak Surveillance (EOS) ACTD integrates advanced diagnostics and informatics with surveillance system concept of operations to rapidly detect, identify, and distinguish natural and hostile biological pathogens



Biometrics tool from **HICST ACTD** scans retinas, screening for Iraqi insurgents

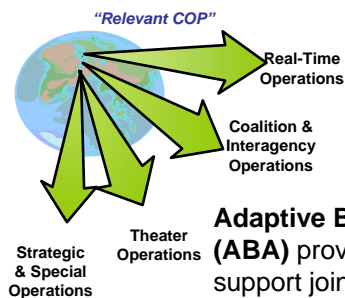


Joint Blue Force Situational Awareness (JBFSa) will improve current blue force tracking (BFT) architectures by integrating BFT data for display on the common operational picture (COP).

- 154 ACTDs have been initiated since 1995; 74 are still active. 64 ongoing ACTDs; 10 New Starts in FY 2006 (6 ACTD: 4 JCTD)
- 63 ACTD products have deployed in support of recent conflicts
- Over 70 percent of completed ACTDs transitioned products to programs or provided warfighting capabilities
- 19 ACTDs were returned to the tech base



Joint Area Clearance (JAC) provides the capability to locate and remove unexploded ordnance from rear area, non-combat zones



Adaptive Battlespace Awareness (ABA) provides tailorable information to support joint task force-level situational awareness and decision making using the Common Operational Picture (COP) provided by Global Command and Control and System (GCCS).



Expendable UAV provides tactical surveillance, payloads, and payload-dispensing technologies on low-cost, all-weather autonomously guided, expendable/recoverable UAVs. Currently deployed supporting OIF/OEF



Joint Distance Support & Response (JDSR) demonstrates a joint, common tele-maintenance & training environment providing end-to-end, low bandwidth and reach back capability.

– **NEW** –

Joint Capabilities Technology Demonstrations



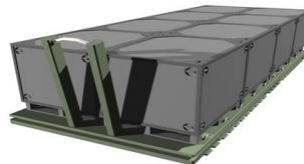
- **COCOMs remain the Customer** – enhanced customer “capabilities pull”
- Builds on historically successful ACTD process
 - Balance “tech push” with “capabilities pull”, focus on CoCom emerging needs
 - Maintains strong technical focus: work with services/agencies to push technology solutions
- Designed to increase speed of transformational, joint and coalition capabilities
 - Aim to introduce 1st spiral of new capability into field within first 12 months
 - **Goal:** final demonstration phase starts w/in 2 years, project completes in 3 years
- Increased focus on transition to long term warfighter support
 - **Goal:** 80% of JCTDs transition 50 percent of products (POR, residual support, GSA, etc.)
- Accelerate time to demonstration by increasing OSD funding in the first two years

Transformational



Counter-intelligence Human-intelligence Advanced Modernization Program/Intelligence Operations Now (**CHAMPION**) will demonstrate timely CI and HUMINT from the tactical to the strategic level.

Joint



Joint Modular Intermodal Distribution System (JMIDS) will demonstrate a seamless logistics system that will improve true joint Service and commercial interoperability.

Coalition



Comprehensive Maritime Awareness (CMA) will include coalition partners in extensive maritime sharing demonstrations. Includes tracking, tagging, and collaboration technologies. USNORTHCOM is also participating for homeland security application.

DoD's On-Ramp to Industry - DAC Accomplishments / Successes



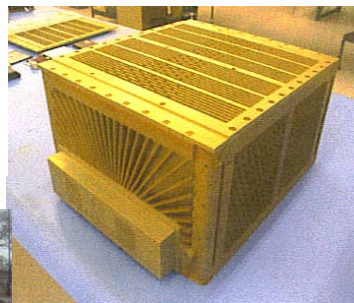
Spray Cool Technology: Electronics Sprayed with Non-Corrosive Coolant in a Hermetically Sealed Housing



Before SprayCool: 482 Pounds & 17 Cubic feet

Employed in Counter Targeting System - Part of OVERWATCH ACTD

8 systems produced, 3 units deployed to Iraq



After SprayCool: 100 Pounds & 2.6 Cubic feet

Mini Combat Trauma Patient Simulation System: Training medics at Camp Pendleton



Casualty simulator improves skills of medical personnel in mass casualty & triage - over 300 medics trained & deployed to Iraq

Metrics & Measures (FY03-06)

- Over 1300 proposals submitted
- 202 submitted so far for FY07
- 274 endorsed by PORs (PEOs/PMs)
- 63 projects awarded (\$93M)
- 70 companies from 26 states
- ROI (9 completed projects) is > 10:1

Enhanced Performance Location Report System Tactical Data Network: Replaces manual network planning with automated system

Reduces complexity and need for manpower redundancy, ensuring rapid and accurate information flow and data priority on the joint/coalition battlefield





The search for world-class technologies – Foreign Comparative Testing (FCT)

Program Measures & Metrics (1980-2006)

- OSD investment of \$980 million has avoided \$6.5 billion in costs
- 548 projects started, 474 completed, 250 met testing requirements
- 170 projects resulted in procurements worth more than \$7.5B
- Accelerated fielding averaging 5–7 years
- Participation from 26 allied and coalition partners
- Vendor partnerships in 31 U.S. states
- Past 5 years:

Transition rate from testing to procurement > 80%



UK system can refuel two aircraft at once, avoiding \$40 million in R&D



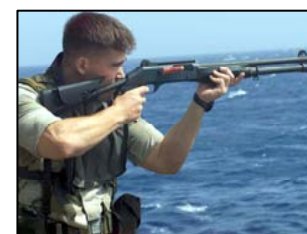
South-African developed Buffalo mine clearing vehicle probing & clearing mines & IEDs in Iraq



Russian erosion-resistant coating triples life of compressor blades in MH-53 helicopter, avoiding \$1.6 million annually



Australian Halverson Loader in use today, replacing unreliable USAF equipment



Italian venture, the Joint Service Combat Shotgun, used in Iraq as a “door-buster”



AS&C Web Sites www.acq.osd.mil/asc

Program	Website	Phone
Advanced Concept Technology Demonstration (ACTD)	www.acq.osd.mil/actd	(703) 697 - 3568
DPA Title III	www.dtic.mil/dpatitle3	(703) 607 - 5314
Independent R & D	www.dtic.mil/ird	(703) 607 - 5314
Comparative Test Office (FCTs)	www.acq.osd.mil/cto	(703) 602 - 3740
Def Acquisition Challenge	https://bids.acqcenter.com/dacp	(703) 602 - 3739
Technology Transfer	www.dtic.mil/techtransit	(703) 607 - 5315
TechLink	www.techlinkcenter.org	(703) 607 - 5315
TechMatch	www.dodtechmatch.com	(703) 607 - 5315
NATIBO	www.dtic.mil/natibo	(703) 607 - 5315
Dual Use S&T	www.dtic.mil/dust	(703) 607 - 5315
Tech. Transition Initiative	www.acq.osd.mil/iti	(703) 607 - 5316
ManTech	www.dodmantech.com	(703) 607 - 5319

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17th Annual NDIA SO/LIC
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***Advanced Systems & Concepts
for the
Global War on Terrorism***

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Global War on Terrorism

Perspective on French Interagency Operations



THE TERRORIST THREAT

A main concern for Defense, long before Sept 11th.

« Terrorism is quite surely the most important non-military threat affecting France security.

It is often used by rogue states to achieve their political goals without revealing their intent and identity... Terrorism is also a way for non official groups to demonstrate their power on the international scene.

France as a modern democracy is particularly vulnerable to terrorist attacks and therefore represents a potential target for terrorist groups. »

White book on Defense, 1994 .



DEFENSE ORGANIZATION

A global approach according to Defense constitutional bases

7 Jan 7th, 1959 Act

"The purpose of Defense is to ensure the security and integrity of the national territory at any time and under any circumstances as well as protecting the population. Defense takes charge of France commitments related to Alliances, treaties and international agreements".

**A GLOBAL and National Defense
encompassing both civilian and military aspects
of Security
at home and abroad**



DEFENSE ORGANIZATION

PRESIDENT of the REPUBLIC
Head of the Armed Forces

Defense
Council

Cabinet

Defense Restricted
Committee & Council

PRIME MINISTER
Responsible for National Defense

National Defense
Secretary-General

DEFENSE

Military
Defense

INTERIOR
Civilian
Defense

ECONOMY
FINANCE
BUDGET
Economic
Defense

FOREIGN
AFFAIRS
Diplomacy

CULTURE
Cultural
Defense

*Other
Departments*



FRENCH DEFENSE STRATEGY

« the government has to ensure the continuity of France Defense policy. This duty is even more important considering the threats hanging over French citizens. We are required to increase our efforts for the benefice of our Military....

...This military budget bill is the expression of the Republic and of the Government's will to enable our Defense to match both our security needs and our ambitions on the international scene, to cope with the new threats - Today's anniversary date, Sept 11th, reminds us of the permanence and seriousness of those threats, their sometimes unpredictable nature - to participate to the building up of a European Defense capability....»

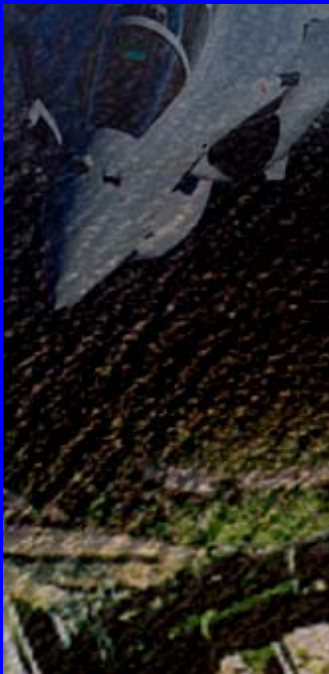
Military budget bill ,Sept 11th 2002 .



FRENCH DEFENSE STRATEGY

VIVE LA FRANCE

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FRENCH DEFENSE STRATEGY

DETERRENCE

“ As I already said after Sept 11th, Nuclear deterrence does not aim at dissuading fanatics from conducting terrorist attacks. However State leaders using terrorism or intending to use weapons of mass destruction against us, have to expect a strong and adapted response from our side. This response could be conventional. It could be of another nature as well. ”

President Chirac address (Landvisiau- Jan.2006)

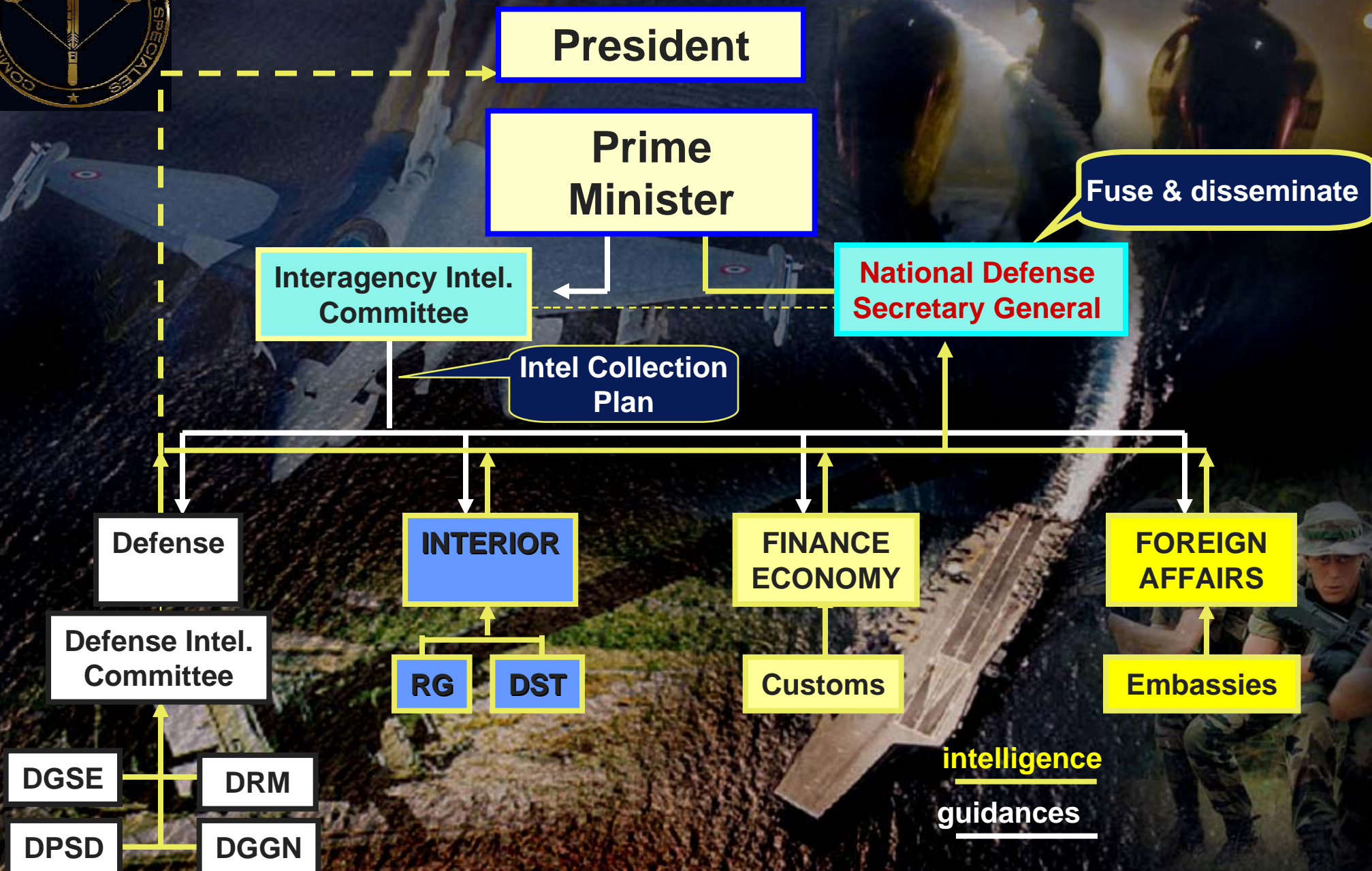


FRENCH DEFENSE STRATEGY

PREVENTION

- Intelligence
- Advanced planning
- Pre-positioning of forces abroad

PREVENTION : Intelligence gathering and sharing





FRENCH DEFENSE STRATEGY

PROTECTION

- General security duties (national territory)

- INTRUSAIR
(air police)
- VIGIPIRATE
(protection of sensitive area)
- coastal safeguard
- PIRATE- MER
(maritime CT)



- Participation in Control of sensitive technologies
- Force protection



FRENCH DEFENSE STRATEGY

ACTION

- Overseas operation
- Cooperation and Defense Agreements
- Special operations

DECISION MAKING PROCESS



EVENT

Information sharing





MILITARY COMMITMENTS ABROAD

Sovereignty and Forward Deployed Forces

Sovereignty Forces
16, 966

Fr West Indies

Fr Guyana

Réunion-Mayotte

New Caledonia

Fr Polynesia

St Pierre & Miquelon

Forward deployed Forces
5, 388

Senegal

Ivory coast

Gaboon

Djibouti

Pacific

Indian Ocean

TOTAL : 22, 354



MILITARY COMMITMENTS ABROAD

Ongoing Operations

**Bi-lateral
agreement
6,060**

**Multinational
coalition
4,543**

**Ivory coast
LICORNE**

**Togo
LICORNE**

**Chad
EPERVIER**

**Central Africa
BOALI**

**Guinea Gulf
CORYMBE**

Cameroon

**Balkans
EUFOR EUPM
EUMM
KFOR MINUK ARYM**

**Central Asia
HERACLES-PAMIR-
EPIDOTE**

**Ivory Coast
CALAO**

**Lebanon
FINUL ONUST**

Sinai

Pakistan

Liberia

Dem. Rep. Congo

West. Sahara

Burundi

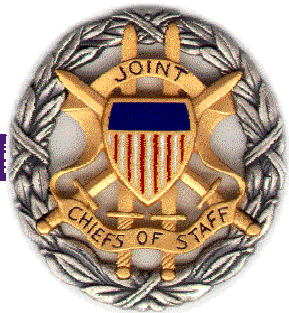
Ethiopia - Eritrea

Haiti

Palestine

Georgia


TOTAL : 10, 603



The National Military Strategic Plan for the War on Terrorism (NMSP-WOT)

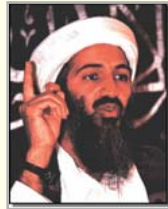
*Special Operations/Low Intensity Conflict
Conference
13 March 2006*

This briefing is
UNCLASSIFIED

- 
- **21st Century Security Environment**
 - **Strategies for the Global War on Terrorism (GWOT)**
 - **Implications of failure**
 - **Closing Thoughts**

21st Century Security Environment

“Adversaries increasingly seek asymmetric capabilities and will use them in innovative ways.”
-2004 NMS



bin Laden

State and Non-state Actors

Wider Range of Adversaries



Mohammed Atta



Kim Jung-Il

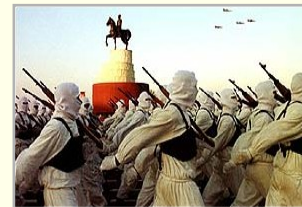
WMD



Ballistic Missiles



Rogue State Armies



GPS Communications

Technology Diffusion & Access

More Complex & Distributed Battlespace

High Intensity Combat



Insurgency & Unconventional Warfare



Terrorism



Computer Network Attack



Full spectrum capabilities required

Nature of the War

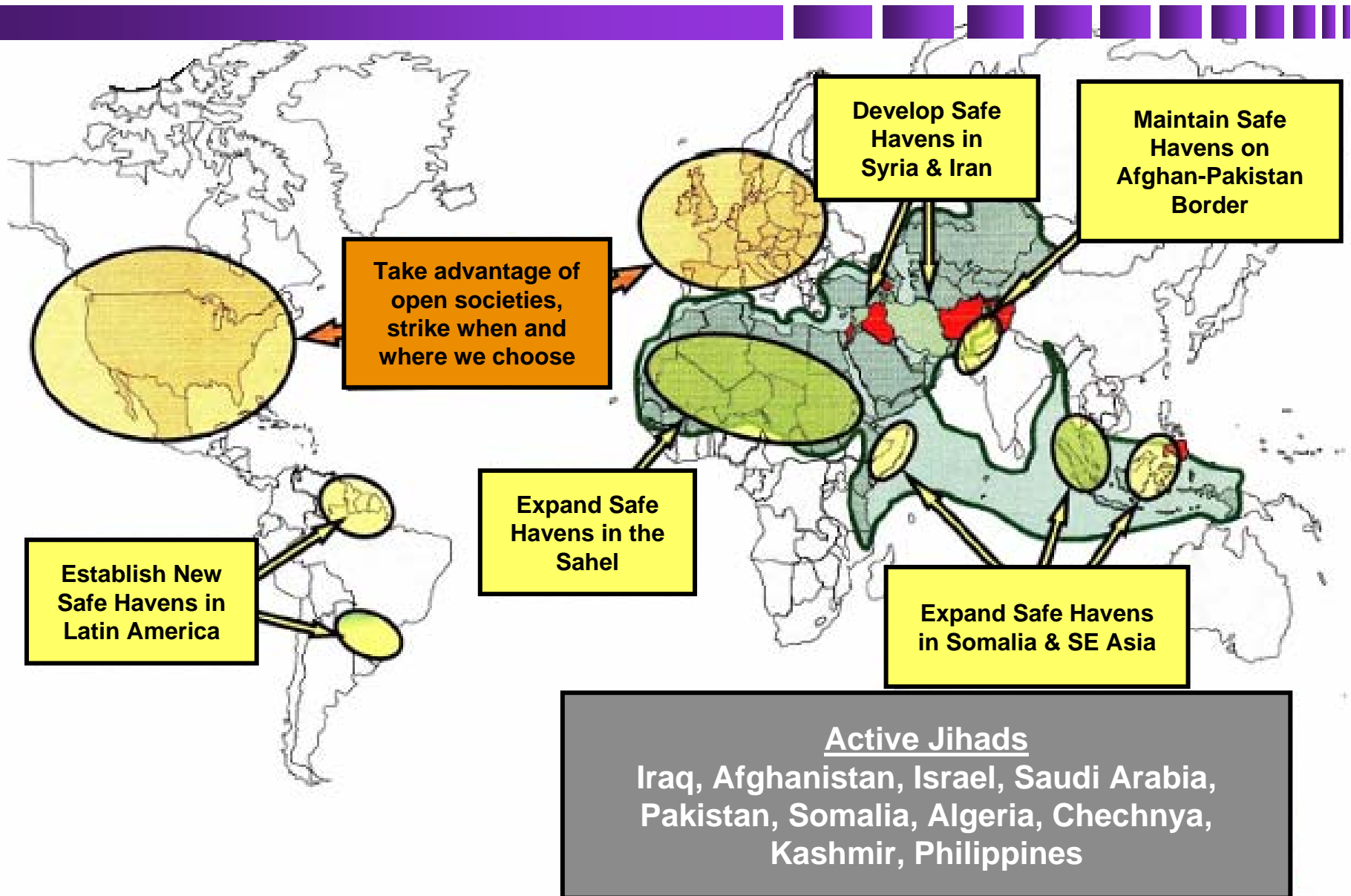
- **The United States is at war against extremists that advocate the use of violence, to include murder, to gain control over others, and in doing so, threaten our way of life.**
 - Not a religious or cultural clash, despite extremists' claims to the contrary.
- **It is a war to preserve ordinary peoples' ability to live as they choose, and to protect the tolerance and moderation of open societies from the onslaught of extremists.**
- **The United States must ally itself with others who are moderate in their beliefs -- such as mainstream Muslims who reject domination by extremists.**
- **Success will rely heavily on close cooperation and integration of all instruments of national power and the combined efforts of the international community.**

Nature of the Enemy

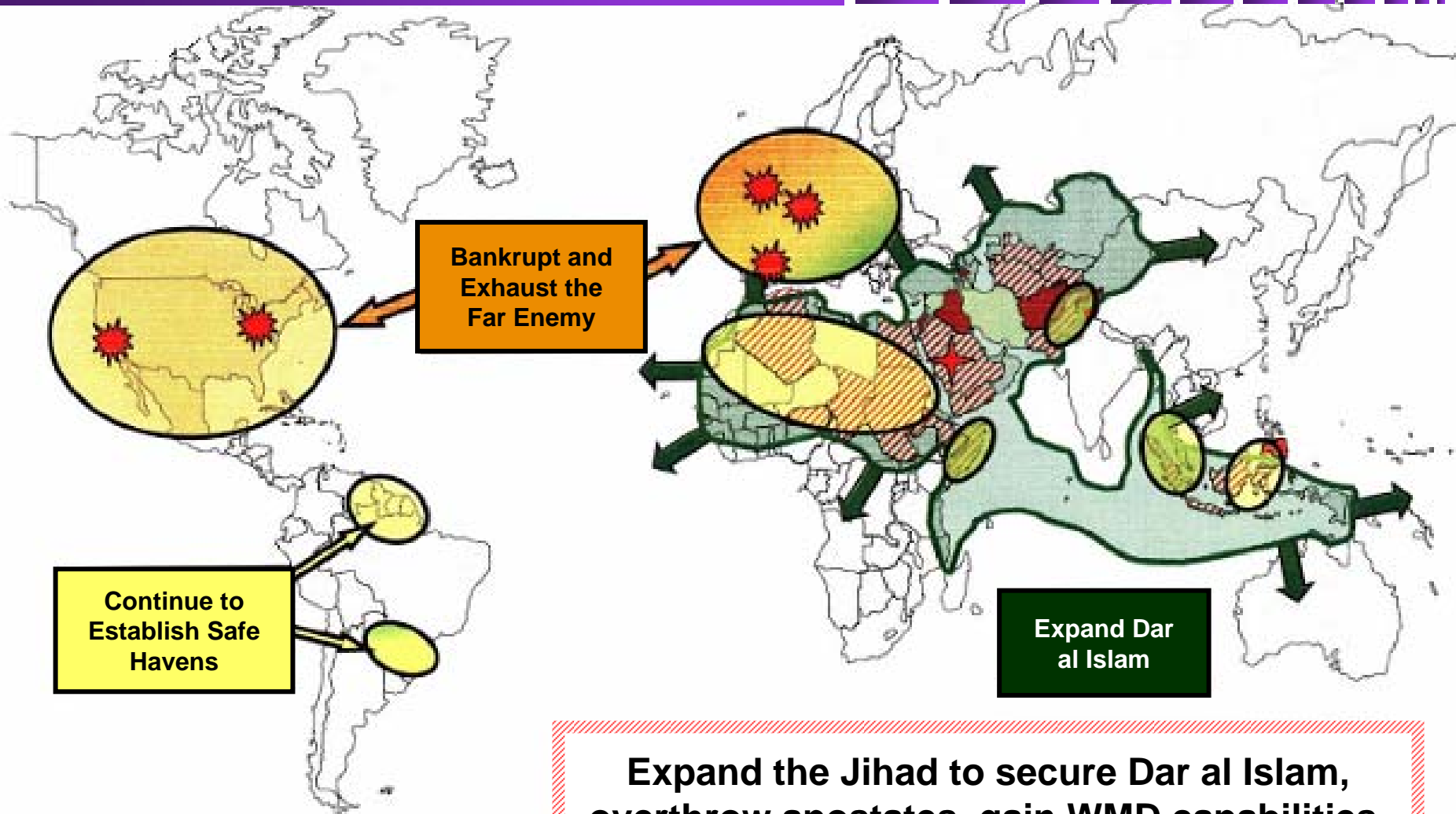
- We are under attack from a **global movement** comprising:
 1. **Violent extremist organizations, networks, and individuals**
 - **Primary enemy**: Extremist movements that exploit Islam for ideological ends.
 - **Most dangerous**: Al Qa'ida and associated extremists.
 - One of the extremists' key instruments is terrorism – assassinations and murder of ordinary people.
 2. **State and non-state supporters of violent extremist organizations**
 - Some supporters are ideologically motivated, some are not.
 - Some supporters -- corrupt government officials, criminals and others -- forge opportunistic “alliances of convenience” with violent extremists.
- **Components of a network:**

– <i>Leadership</i>	– <i>Safe haven</i>	– <i>Weapons</i>
– <i>Finance</i>	– <i>Communication</i>	– <i>Personnel</i>
– <i>Movement</i>	– <i>Intelligence</i>	– <i>Ideological Support</i>

The Enemy's Current Fight



The Enemy's Future Fight



Expand the Jihad to secure Dar al Islam, overthrow apostates, gain WMD capabilities, and control the oil resources of the region

Al-Zawahiri to Al-Zarqawi Letter

- On 25 Aug, an email authored on 9 July from al-Zawahiri to al-Zarqawi was intercepted
- Released and posted on DNI web page in both Arabic and English
- Provides a look at the AQ strategic perspective
 - Describes strategic goals
 - Highlights American vulnerabilities
 - Specifies specific phases of operations
 - Delineates lines of operation or elements of strategy
- Authenticity disputed by al-Qaeda and some western experts

Al-Zawahiri to Al-Zarqawi Letter

Strategic Aim:

“A Muslim state established in the manner of the Prophet in the heart of the Islamic world, specifically in the Levant, Egypt, and the neighboring states of the Peninsula and Iraq”

- **Specified Phases of the Operation**

1. **Expel the Americans from Iraq and establish an Islamic authority**
2. **Extend the jihad wave to the secular countries near Iraq**
3. **Destroy Israel**
4. **Establish the caliphate (strategic aim)**

“The Jihad in Iraq requires several incremental goals.”

One View of the Caliphate

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THE MAP OF UNITED STATES OF ISLAM

THE DREAM OF 20th CENTURY MUSLIMS WILL BE REAL IN 21st CENTURY

Source: Islamic-Youth.Net BY H.G.



حدیث مبارکہ
جہاد فی سبیل اللہ
اللہ کی راہ میں جہاد کرو

FIGHT IN THE WAY OF ALLAH
(AGAINST THE ENEMY OF ISLAM)

القرآن

وَأَعِظُمُوا بِحَبْلِ اللَّهِ جَمِيعًا وَلَا تَفَرَّقُوا

اور اپنے آپ کو سبھی سے مل کر رہو۔ نہ کھو دو۔ نہ ٹکڑے نہ کر دو۔

AND HOLD FAST, ALL TOGETHER BY THE ROPE OF ALLAH AND BE NOT DIVIDED AMONG THEMSELVES.

NAME OF STATES	
1 AFGHANISTAN	25 LEBANON
2 ALGERIA	26 LIBYA
3 ARABIA	27 MALI
4 AZERBAIJAN	28 MALDIVES
5 SAUDI ARABIA	29 MOROCCO
6 BENIN	30 NIGER
7 BURUNDI	31 NIGERIA
8 CAMBODIA	32 OMAN
9 CHAD	33 PAKISTAN
10 CHINA	34 POLAND
11 COLOMBIA	35 SALVADOR
12 CUBA	36 SENEGAL
13 CZECH REPUBLIC	37 SIERRA LEONE
14 GABON	38 SOMALIA
15 GAMBIA	39 SUDAN
16 GHANA	40 SYRIA
17 GUINEA BISSAU	41 TAJIKISTAN
18 GUINIA	42 TURKEY
19 IRAQ	43 TURKEY
20 JORDAN	44 TURKMENISTAN
21 KAZAKHSTAN	45 U.A.E
22 KAZAKHSTAN	46 UGANDA
23 KAZAKHSTAN	47 UZBEKISTAN
24 KUWAIT	48 YEMEN

OTHER THAN STATES ISLAMIC COUNTRIES.	
49 ALBANIA	53 INDONESIA
50 BANGLADESH	54 MALAYSIA
51 BOSNIA	55 MALDIVES
52 BRUNEI	

MUSLIM MAJORITY

MUSLIM COUNTRIES
IN NON MUSLIM COUNTRIES

DETAIL OF ISLAMIC STATES

CAPITAL : SAUDI ARABIA
HEAD OF STATE : KHALIFA
NAME OF CURRENCY : ISLAMIC DINAR
RULE & LAW : QURAN & HADEES

RESULT

ALL RESOURCES AVAILABLE IN ISLAMIC STATES
* BIGGEST ARMY IN THE WORLD
* STRONGEST CURRENCY IN THE WORLD
* LARGEST COUNTRY IN THE WORLD
* ATOMIC & SUPER POWER COUNTRY
* EUROPE & U.S.A CAN NOT SEIZE ASSETS IN FUTURE OF MUSLIM UMMAH
* THE HEART OF GLOBE IN MUSLIMS HAND
* HALF POPULATION OF WORLD IN ISLAMIC STATE

AFTER 100 YEARS (انشاء اللہ)



WORLD ISLAMIC MISSION RESEARCH DIVISION

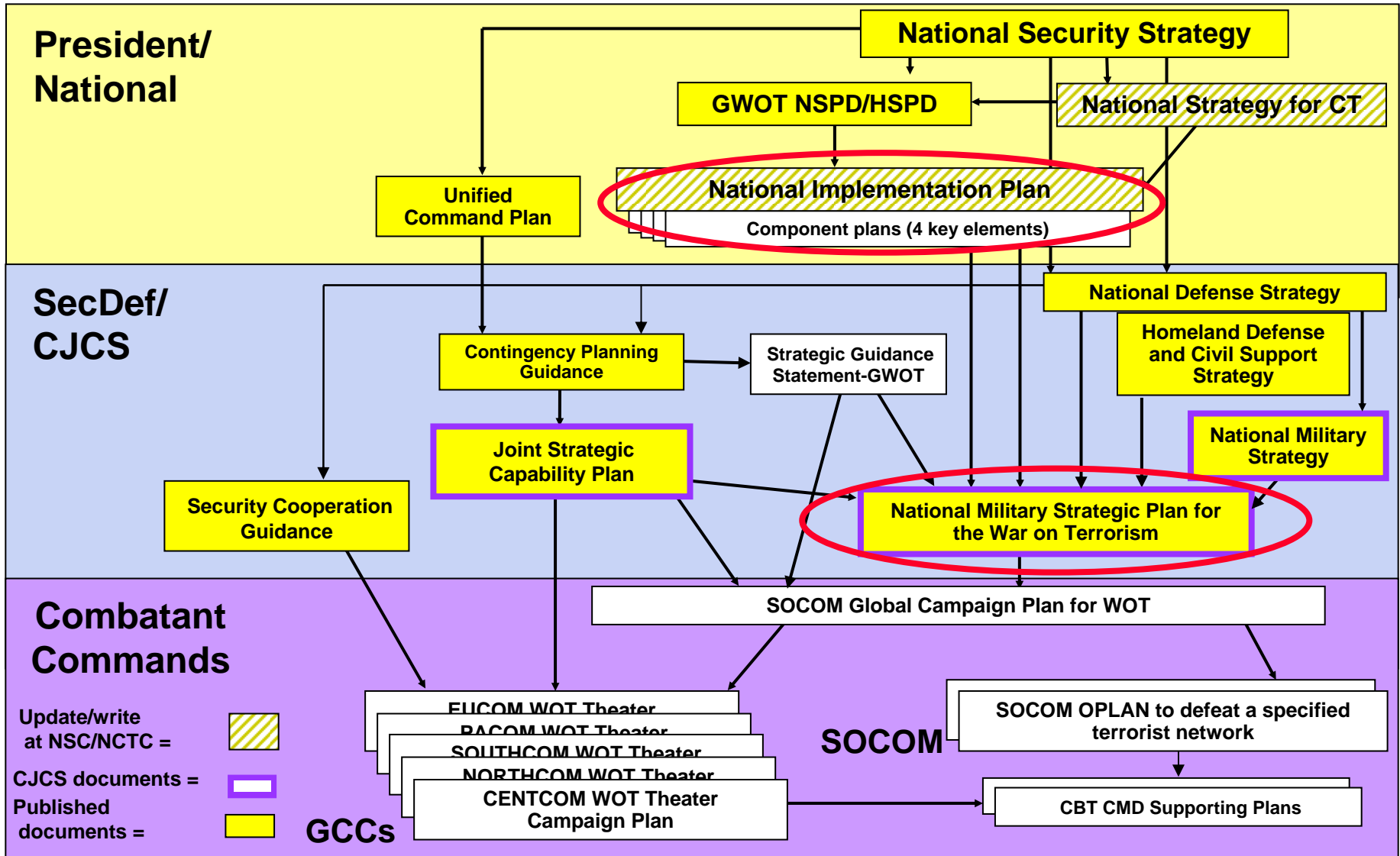
PLEASE MORE PRINT AND
DISTRIBUTE AND
GET BLESSING

وَحِجْلُ الْبُؤَابِ الْبَادِيَةِ بِدَارِ الْطَبِيعَةِ مَزِيدًا

مزید چھپو اگر ثواب دارین حاصل کرو

UNCLASSIFIED

Strategic Guidance



National Strategy for the GWOT

Strategic Aims:

- *Defeat violent extremism as a threat to our way of life as a free and open society, and*
- *Create a global environment inhospitable to violent extremists and all who support them*

Protect and defend the Homeland

Attack terrorists and their capacity to operate effectively at home and abroad

Support mainstream Muslim efforts to reject violent extremism

Expand foreign partnerships and partnership capacity

Strengthening our capacity to prevent terrorist acquisition and use of WMD

Institutionalizing domestically and internationally the strategy against violent extremists

Instruments of National Power

Ends

Ways

Means

Military Strategic Framework for the GWOT

Ends

Strategic Goal: *Preserve and promote the way of life of free and open societies based on the rule of law, defeat terrorist extremism as a threat to our way of life, and create a global environment inhospitable to terrorist extremists.*

Ways

Military Strategic Objectives

Protect the Homeland

Disrupt and Attack Terrorist Networks

Counter Ideological Support for Terrorism

Deny terrorists the resources they need to operate and survive.

Enable partner nations to counter terrorism.

Deny WMD/E proliferation, recover and eliminate uncontrolled materials, and maintain capacity for consequence mgmt.

Defeat terrorists and their organizations.

Counter state and non-state support for terrorism in coordination with other U.S. Government agencies and partner nations.

Contribute to the establishment of conditions that counter ideological support for terrorism.

Means

Combatant Commands, Services, and Combat Support Agencies

Military Contributions to Countering Extremist Ideology



- The military does not have the lead for countering ideology in the USG, but we play a significant role.
- Focused Military Strategic Objective: Establish conditions that counter ideological support for terrorism.
 - DoD's role falls into five categories:
 - Security
 - Information Operations
 - Humanitarian Support
 - Military to Military Contacts
 - Conduct of Operations

Critical to DoD's contribution is educating our leaders.

Conduct of Operations

- The US military's most important contributions to CIST may result from the way we conduct operations.
 - Importance of choosing when, where, and how (or whether) to conduct operations



RESPIRE: Marines with Charlie Company, 1st Battalion, 8th Marine Regiment, rest inside Fallouja's Khulafah Rashid mosque after driving insurgents from the building.



- Conduct of operations informed by knowledge of indigenous populations' culture and religious sensitivities
- Where appropriate, choosing means other than kinetic means
- Where kinetic means are necessary, building-in mitigating measures to off-set negative effects

NMSP-WOT Highlights

Annex C: Operations



National Military Strategic Plan for the War on Terrorism



Annex H: Strategic Comms



Annex R: Assessment

1 DECEMBER 2005
Chairman of the Joint Chiefs of Staff
Washington, DC 20318

NMSP-WOT Annex C: Operations



SOCOM's Role in the GWOT

Implements the Secretary's designation of CDR, USSOCOM as the supported combatant commander for planning, synchronizing, and as directed, executing global operations against terrorist networks.

- **CDR, USSOCOM leads a global collaborative planning process leveraging other combatant command capabilities and expertise**
- **In this role, USSOCOM's specific responsibilities include:**
 - **Integrating DoD strategy into GWOT plans and establishing intelligence priorities against terrorist networks.**
 - **Prioritizing and synchronizing security cooperation activities, deployments, and capabilities in campaigns against terrorist networks**
 - **Exercising command and control of CT operations, as directed.**
 - **Creating, implementing and directing global operational preparation of the environment (OPE).**

NMSP-WOT Annex H: Strategic Communication

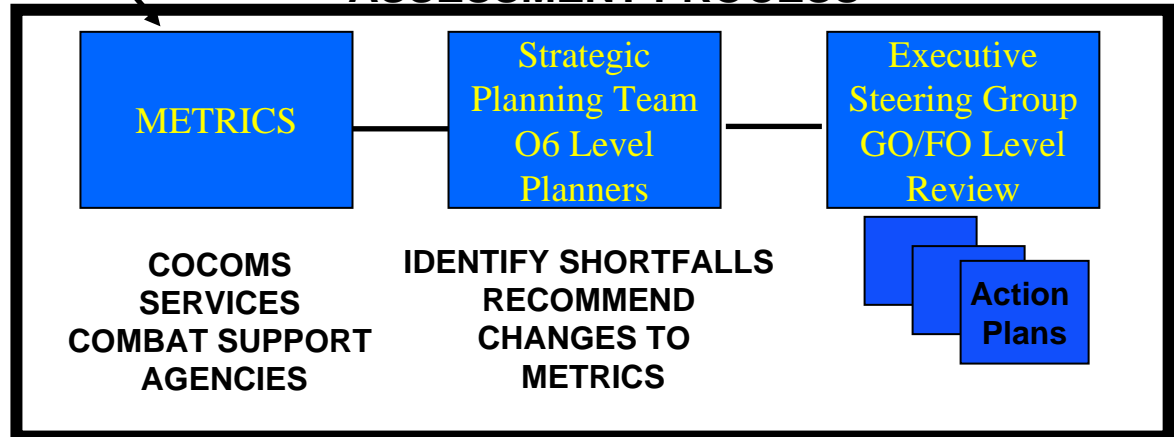
- **Strategic Communication (SC) (per JSCP):** *The transmission of integrated and coordinated USG themes and messages that advance US interests and policies through a synchronized interagency effort supported by Public Diplomacy, Public Affairs, and military IO, in concert with other political, economic, information and military actions.*
- **Identifies DoD GWOT SC objectives.**
- **Articulates DoD's support to USG SC efforts for the GWOT.**
- **Articulates DoD's mission, concept of operations, and coordinating instructions for SC.**
 - **Describes the JS organization (SCSG) and synchronization framework to assist CJCS and Cbt Cmds with SC issues.**
 - **Cbt Cmds are to develop processes for integrating SC within operational plans, and may identify a SC director to coordinate and oversee SC activities.**

NMSP-WOT Annex R: GWOT Assessment Process

Military Strategic Objectives

1. Deny terrorists the resources they need to operate and survive
2. Enable partner nations to counter terrorism
3. Deny WMD/E proliferation, recover and eliminate uncontrolled materials, and maintain capacity for consequence management
4. Defeat terrorists and their organizations
5. Counter state and non-state support for terrorism in coordination with other U.S. Government agencies and partner nations
6. Contribute to the establishment of conditions that counter ideological support for terrorism

ASSESSMENT PROCESS



Feedback

PPBE
Process

Integrated

Influences

USG Metrics

QDR

CJCS Assessment of Risk


Other USG Processes

What are the implications of failure?



- **The further spread of terrorism- “Spillover”**
- **Massive restrictions of civil liberties in the West to try to stem the expanding threat**
- **Moderate governments at risk**
- **Civil unrest in countries with sizable Muslim minorities**

Closing Thoughts

- 
- **This is a test of wills...and the enemy has staying power**
 - **In four years of war, we have never lost a platoon in combat**
 - **They never have to beat us militarily...just stay alive**
 - **Islam has powerful antibodies against extremism but also against foreign occupation**
 - **Must not allow the extremist ideology to become mainstream**
 - **The enemy's network is decentralized, franchised, no rules, dangerous, believes we are weak**
 - **The indirect elements of our national power must be mobilized to help Muslim nations help themselves**



NMSP-WOT
available

@

www.jcs.mil



Questions

Perspective on Australian Interagency Operations

**Colonel Mal Rerden, CSC
Deputy Special Operations
Commander - Australia**



SPECIAL OPERATIONS COMMAND - AUSTRALIA



GOVERNANCE OF NATIONAL SECURITY

- Over \$4b committed to improving counter-terrorism capabilities since 11 September 2001
- A whole of government effort vital with wider range of agencies involved (eg. immigration, transport, health)
- New structures created when needed - Joint Offshore Protection Command (JOPC)
- Alignment of domestic and international counter-terrorism strategies



SPECIAL OPERATIONS COMMAND - AUSTRALIA



KEY PRINCIPLES OF THE NATIONAL STRATEGY

- Maximum preparedness, using high quality intelligence to detect and disrupt attacks at home or abroad
- Comprehensive arrangements to protect Australia's people, infrastructure and interests
- An effective capacity to respond to minimise impact of a terrorist incident, should one occur



SPECIAL OPERATIONS COMMAND - AUSTRALIA



NEW NATIONAL MEASURES

- Enhanced legislative framework
- Upgrades to intelligence agencies
- Strengthened law enforcement, border, aviation and maritime transport security
- Information campaigns and advisory services
- Focused science and technology research
- Increased capacity of police, defence forces and emergency services to respond to incidents



SPECIAL OPERATIONS COMMAND - AUSTRALIA



NATIONAL SECURITY COMMITTEE (NSC) OF CABINET

- Focal point of decision-making on national security
- Chaired by the Prime Minister
- Senior ministers and key officials
- Supported by the Secretary's Committee on National Security (PM&C chaired)



SPECIAL OPERATIONS COMMAND - AUSTRALIA



NATIONAL COUNTER- TERRORISM COMMITTEE (NCTC)

- Key Australian Government agencies
- State/territory first ministers departments and police
- Key functions:
 - strategic and policy advice
 - coordinate nation-wide counter-terrorism capability
 - maintain cross-jurisdictional intelligence sharing arrangements
 - maintain National Counter-Terrorism Plan



SPECIAL OPERATIONS COMMAND - AUSTRALIA



INTELLIGENCE

- National Threat Assessment Centre (NTAC) established in October 03
- Increased capacity to produce threat assessments
- Cooperation between Australian Security and Intelligence Organisation (ASIO), other intelligence agencies and non-traditional agencies, such as Federal Police, Dept of Transport, Customs and others



SPECIAL OPERATIONS COMMAND - AUSTRALIA



DEFENCE ROLE IN COUNTER-TERRORISM

- Special Operations Command
- Additional Tactical Assault Group (TAG-E)
- Incident Response Regiment
- Reserve Response Force
- Border protection role



SPECIAL OPERATIONS COMMAND - AUSTRALIA



SOCOMD MISSION STATEMENT

- To provide **ready and relevant** forces to conduct special operations **across the operational continuum**, in a **joint, combined and/or interagency** environment, in support of Australia's national interests.



SPECIAL OPERATIONS COMMAND - AUSTRALIA



DEFENCE ROLE IN COUNTER-TERRORISM

- Special Operations Command
- Additional Tactical Assault Group (TAG-E)
- Incident Response Regiment
- Reserve Response Force
- Border protection role



SPECIAL OPERATIONS COMMAND - AUSTRALIA



SOCOMD ORGANISATION TODAY

**Special Operations
Headquarters
(SOHQ)**
(Canberra & Sydney)

SASR
(Perth)

4 RAR(Cdo)
(Sydney)

1 Cdo Regt
(Sydney & Melb)

IRR
(Sydney)

SOCSSC
(Sydney)

SFTC
(Singleton)

171 Avn Sqn
(Townsville)



SPECIAL OPERATIONS COMMAND - AUSTRALIA



DEFENCE ROLE IN COUNTER-TERRORISM

- Special Operations Command
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- Border protection role



SPECIAL OPERATIONS COMMAND - AUSTRALIA



AUSTRALIA'S INTERNATIONAL COUNTER-TERRORISM RESPONSE

- Much of the CT effort involves activities offshore – need to align domestic and international strategies
- Australia participates in a global coalition, including initiatives to restrict the spread of WMD (eg. PSI)
- ADF engagement with regional defence forces in support of counter-terrorism:
 - counter-hijack training
 - Intelligence exchanges
- Need to tackle the problem of weak and failing regional States



SPECIAL OPERATIONS COMMAND - AUSTRALIA



CONCLUSION

Cooperation versus Collaboration



SPECIAL OPERATIONS COMMAND - AUSTRALIA





The NDIA SO/LIC 2006 Symposium Panel

Large Industry Requirements from Small Business Contractors for Combating Terrorism

Joe Russek

joe.b.russek@boeing.com

IB-CSAS Program Manager

Boeing Integrated Defense Systems

A Boeing C4ISR SR Program

Example: FY 2003-05



Boeing

Lead System Integrator



AirNet

COMM BTS



AIRO Wireless GPS and GSM



Group 1

Tac Data Base



ADN

Geo-Pairing Tech



Planet 9

3D SW Engine

***THE BOEING Integrated Battlespace - Combat
Situational Awareness System (IB-CSAS)***

IB-CSAS Rapid Equipping Force Development Concept

- **The Problem – Current C2 and attack platforms/units did not have access to near-real time INTEL for preventing fratricide in the Gulf War. Led to a Congressionally Directed IB-CSAS RDA Initiative- OIF**
- **The Solution – Process bulk INTEL from national collectors and rapidly push “Common Relevant Operational Picture” to warfighters through existing communications channels. (SATCOM EPLRS, FBCB2 BFT)**
- **Our Development Approach – Solicit A Small Business Team to develop an innovative new 3-D Comms/position location and tracking system architecture to provide a Network Centric Soldier System (NCSS) for the War On terrorism. Demonstrate to SOF users in FY 2005/06! Planned Fielding in FY 2007**

- ***Product is an ONS for Network Centric Soldier System for “C2 ON The Move”***
 - ***Capability evolved From Large Business LSI and Small Business IPT***
- ***Designed for LW Stryker and other Tactical and Special Ops Scenarios***

The Formula for Success

How Can Small Business Get Involved?

- **Evaluate Service GOSC Requirements Analyses Annually!**
- **Contact Large Business OEM's and Offer Technology Products to enhance large Business OEM Products**
- **Offer Unique COTS Technology to meet Requirements: All the way to the soldier/shooter for LSI Development**

“The key to its success is to understand it is primarily an integration effort – taking parts and pieces that already exist and integrating them for OEM Product Improvements that “Meet a Rapid Equipping Force Need” of the Services’!

Small Business Working Together with Large Business LSI's

Path Forward

IB-CSAS Network Centric Soldier Tracking System



**Soldier/SOF C²
“ON-The-Move”**

- **Complete Validation & Verification in FY 2006 for GD & PEO-Soldier**
- **Integrate Into HEI Hybrid Lead C2 HMMVV and LW Stryker Kit in in FY 2007/08**



Memphis TN - May 2005

Thank You for Listening!

*For More Information,
Please Contact:*



*Joe B. Russek
IB-CSAS Program Manager
Boeing Integrated Defense Systems*



joe.b.russek@boeing.com



Blackwater Facts

- ▶ Founded in '97 by SEAL Team Officer
- ▶ 7000+ acre training facility, including:
 - 35 ranges
 - MOUT facility
 - Shoot houses
 - Three drop zones
 - Demo range
 - Ship simulators
 - Two Airstrips
 - 3 mi. tactical track
- ▶ 35 min south of Norfolk, VA Airport
- ▶ Training in excess of 600 pers/day



Areas of Operation

- ▶ Iraq
- ▶ Afghanistan
- ▶ Persian Gulf Region
- ▶ Philippines
- ▶ Azerbaijan
- ▶ Kingdom of Jordan
- ▶ Katrina Relief Operations
- ▶ Africa



Challenges

- ▶ US Policymaker/Decisionmaker Education
- ▶ Proposed International Regulation
- ▶ Industry Misperceptions
- ▶ Legal Environment
- ▶ Media Unfamiliarity

The Future

- ▶ Building partner-nation capacity
- ▶ Fulfilling surge capacity for USG
- ▶ Stability/Reconstruction/PRT operations
- ▶ Providing humanitarian relief in failed or failing states & emerging democracies
- ▶ Offering specialized training & services

Office of the Coordinator for Reconstruction and Stabilization

Building Conflict Transformation Capabilities

Presentation by Marcia Wong

Acting Coordinator for Reconstruction and Stabilization

17th Annual SO/LIC Symposium

March 13, 2006



State Weakness Spectrum

National Security Strategy of the United States: “America is now threatened less by conquering states than we are by failing ones.”

Secretary Rice (Dec. 11): “...the greatest threats to our security are defined more by the dynamics within weak and failing states than by the borders between strong and aggressive ones.”

Shifting Foreign Policy Lens -- Not just consistent with our values, but in our national interests:

- Humanitarian: Genocide, ethnic cleansing, refugees, violence, poverty, disease
- Security: Creates the conditions for terrorism, organized crime, trafficking, drug trade, weapons proliferation, and human trafficking.

Fund For Peace: 2 billion people live in countries that have a significant to critical level of risk of collapse.

Multiple U.S. Initiatives to Address State Weakness

U.S. Government Initiatives: S/CRS, MCC, USAID Fragile States, DOD's Ungoverned Spaces, and others

Prioritizing Stabilization and Reconstruction:

- Presidential Directive
- DOD Directive 3000.05
- Quadrennial Defense Review

S/CRS Key Events:

April 2004:	NSC creates S/CRS
July 2004:	S/CRS officially stood up
Dec. 2004:	Made Presidential Initiative
Dec. 7, 2005:	Presidential Directive Issued
Jan. 2006:	FSI Conflict Transformation Training
Feb. 2006:	First Active Response Corps Installed

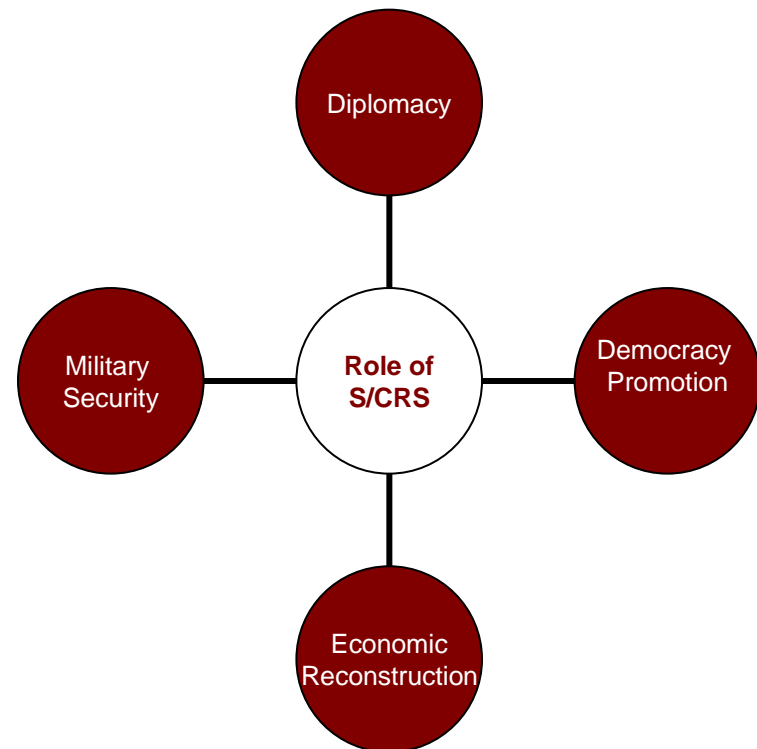
Supporting Transformational Diplomacy

Transformational Diplomacy Objective

To work with our many partners around the world, to build and sustain democratic, well-governed states that will respond to the needs of their people and conduct themselves responsibly in the international system.

S/CRS' ROLE: *“Work more effectively at the critical intersections of diplomacy, democracy promotion, economic reconstruction and military security.”*

-- Secretary Rice



International Convergence

*“We need greater capacity to bring all necessary civilian resources to bear in crisis and post crisis situations.” – EU High Representative for Foreign Policy Javier Solana
December 14, 2005*

Building Global Capacity:

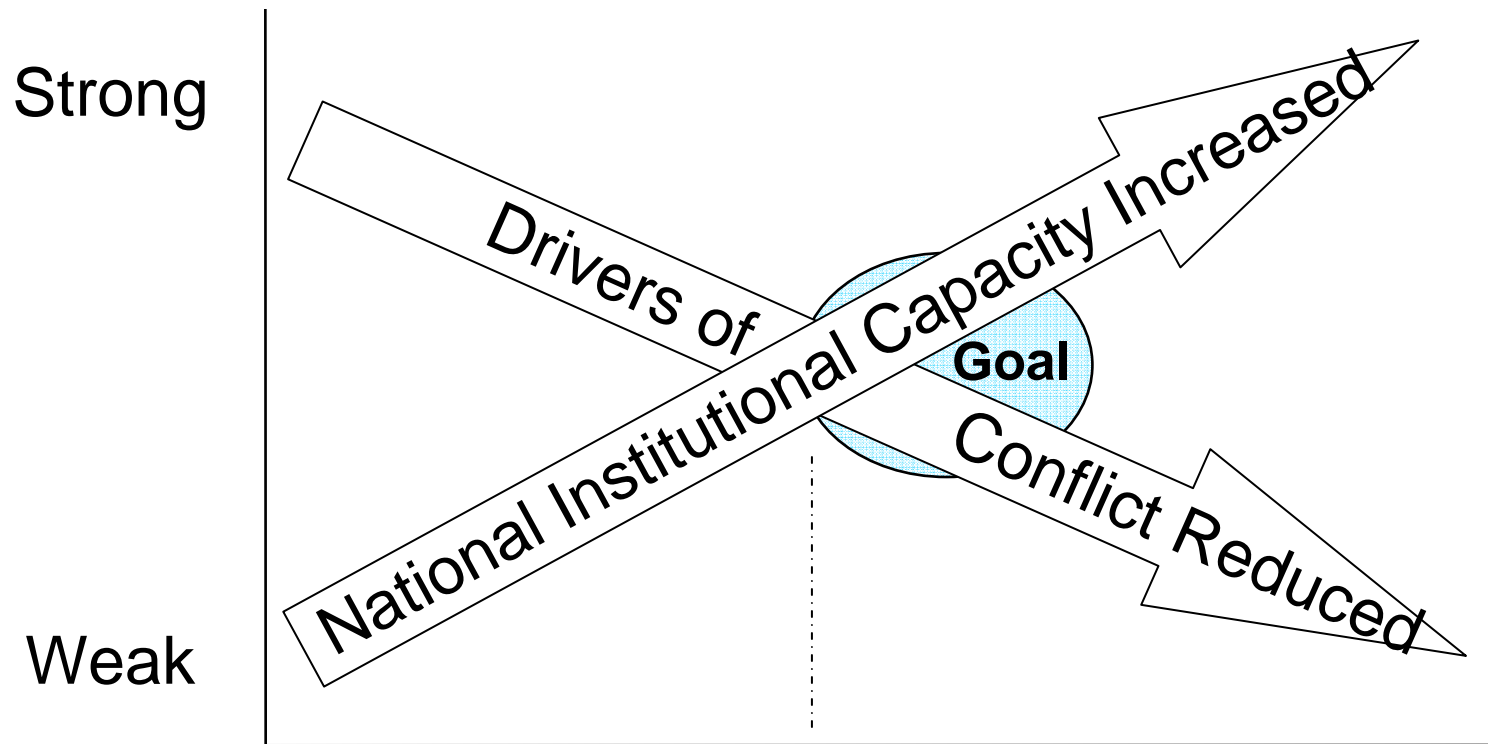
- **Bilateral Partners:**
 - UK's Post-Conflict Reconstruction Unit (PCRU)
 - **France & Germany:** Coordinator positions established
 - **Canada:** Stabilization and Reconstruction Taskforce (START)
 - **Australia:** Fragile States Unit
 - **Denmark & Finland:** S&R Expertise and Leadership
- **UN:** Peace Building Commission created to improve UN/Donor coordination on S&R
- **EU:** Coordinating on early warning, cross-training, conflict prevention; for 2007, €550m stability instrument; New European constabulary initiative.
- **NATO:** Recognizes Civilian S&R Capabilities in Comprehensive Policy Guidance
- **IFIs:** World Bank, IMF, Regional Banks creating vehicles to assess and respond to conflict.
- **OSCE:** Exploring ways to increase pool of trained stability police through COESPU.
- **G-8:** Enhancing international peacekeeping and constabulary capacity through train&equip; Deepening support for regional organizations.
- **Regional Organizations:** Neighbors bear 50% of costs of conflict, but regional organizations weak; Priority: Strengthen AU
- **MNE4:** Multinational civil-military exercise (8 countries and NATO; UN, EU observing)

Early Warning and Prevention

Closing the Gap between Early Warning and Early Response:

- Early Warning through NIC Watchlist
- Interagency Conflict Assessment Framework
- Outreach to NGO, academic and international partners

Conflict Transformation



Large-scale
Intervention

**Lead
Passes to
Local
Actors**

Conflict Transformation: Where local capacity is strong enough to overcome remaining sources of conflict and can continue toward sustainable peace with diminishing international assistance.

Conflict Transformation Planning

Four-Part Planning Process:

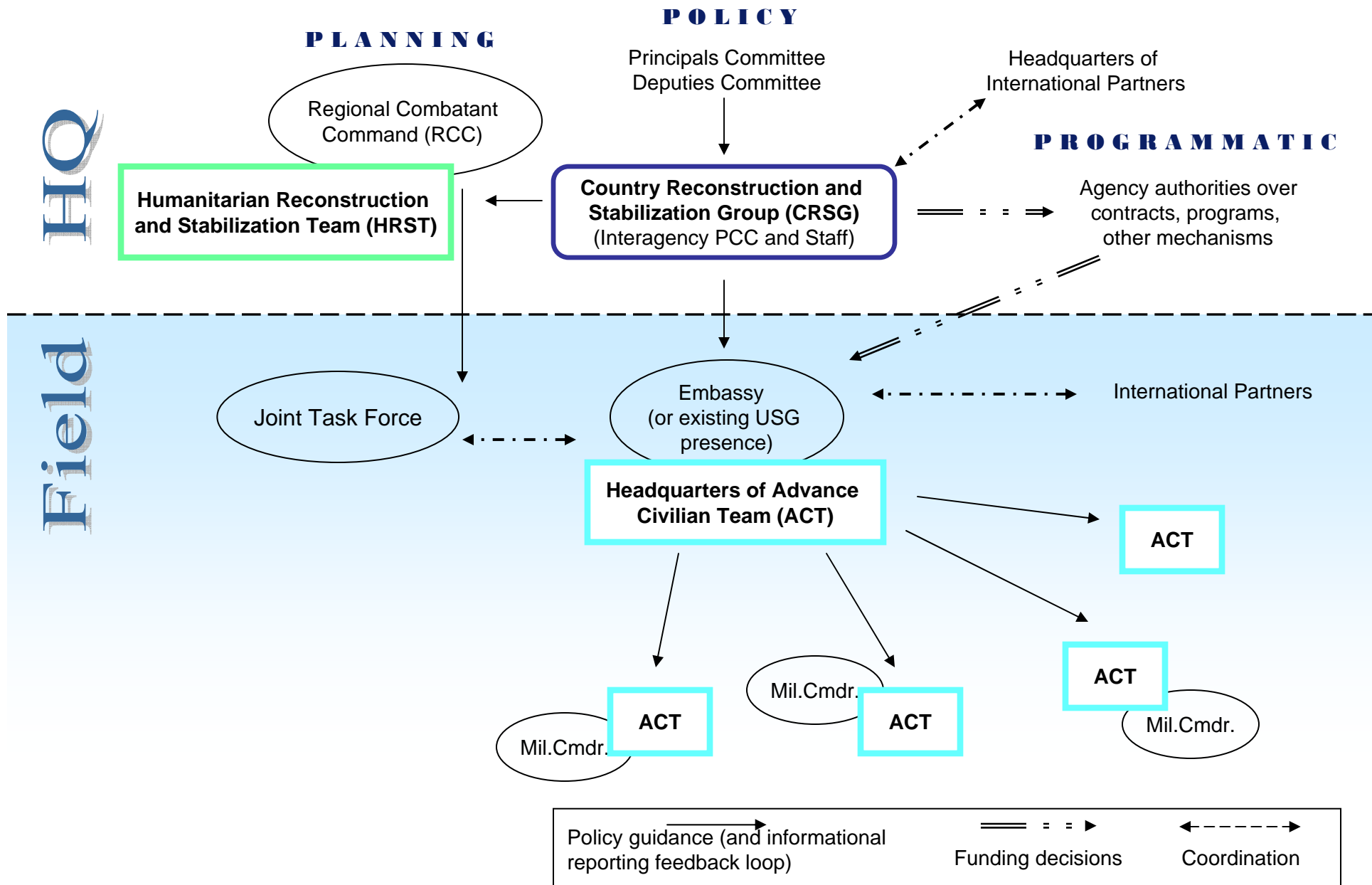
1. Interagency Assessment Tools
2. Planning Framework
3. Post-Conflict Reconstruction Essential Tasks Matrix
4. Metrics

How Conflict Transformation Planning Differs:

- Planning done in unconstrained conceptual environment
- Whole-of-Government Approach
- Apply Conflict Transformation lens to explicitly grapple with drivers of conflict
- Test in Real Cases and Exercises

NOTE: Doesn't always require much additional funding to shift from palliative measures to transformational measures.

Integrated Interagency Response Teams



Country Engagements

Four Levels:

HIGH: Conflict Transformation/Post-Conflict R&S Effort

- Sudan and Haiti

MID: Scenario-Based Planning:

- Cuba: Supporting Secretary's Transition Coordinator for Cuba and Western Hemisphere Affairs Bureau on CAFC II

LOWER: Preventive Consultancies

- Nepal, Haiti, DRC, and others
- Engagement varies, from small one-time brainstorming sessions to larger, professionally facilitated roundtables with USG, international, and non-governmental participants
- Driven by Demand

UNIQUE: Participated in Interagency PRT Assessment in Afghanistan

Research & Development

Cross-Cutting Requirements for Reconstruction and Stabilization:

- Tools and methodologies to facilitate interagency collaboration
- Improved cultural understanding
- Indicators/metrics for assessment and prediction
- Enhanced analytic tools for planning and execution of intervention and prevention operations
- Effective strategic communications

S/CRS Contacts

For more information, please contact our Public Affairs Office:
Melanie Anderton, scrs_info@state.gov or 202-663-0832

Please also visit our websites:

- www.state.gov/s/crs
- www.crs.state.gov



U.S. Department of State
Office of the Coordinator for Reconstruction and Stabilization